

TASK ORDER (TO)

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Strategic Plans and Policy Support Services

in support of:

Headquarters, United States Air Force, Assistant Chief of Staff for Strategic
Deterrence and Nuclear Integration (HQ USAF/A10)



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C.1 BACKGROUND

The Strategic Stability and Countering Weapons of Mass Destruction (CWMD) Division, AF/A10-S, formerly known as, the Strategic Plans and Policy Division (AF/A5XP) was formed in the mid to late 1980s. In October 2014, the Headquarters Air Force (HQ AF) underwent a re-organization and AF/A5XP became AF/A10-S. When AF/A5XP was formed, the mission consisted of the Arms Control Program and the Foreign Clearance Program (FCP). The arms control function has been a continual part of AF/A5XP's mission stemming from treaties such as the Intermediate-Range Nuclear Forces (INF) treaty. During the mid-1990s, AF/A5XP began to address Counterproliferation (CP) as it was identified as an emerging issue within the AF. CP policy was created and as a result, CP was added to the AF/A5XP mission in the mid-1990s along with treaties like the Strategic Arms Reduction Treaty (START). In 2007, AF/A5XP's FCP was given Department of Defense (DoD) Executive Agent status.

Historically, AF/A5XP, now AF/A10-S, has relied on contractor support to develop and maintain policy on national security issues across the AF/A10-S portfolio because much of the subject matter expertise resides in the contractor community. It is the contractor base that provides the AF with the institutional knowledge and continuity in implementation and compliance expertise to support AF mission requirements.

C.1.1 PURPOSE

The purpose of this TO is to provide technical, analytical, operational, programmatic, and planning subject matter expertise support for AF/A10-S, and its component branches, as well as the Integrated Air and Missile Defense (IAMD) Branch (AF/A3OY) missions. All work performed in support of this TO shall support AF national security strategic plans and policies, concepts, and initiatives. The contractor support provided to AF/A10-S, its component branches, and other divisions within the Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (AF/A10) covers International Treaties and Agreements, Arms Control, FCP, CWMD, Nuclear Stockpile management, Nuclear Enterprise Group management, Nuclear Deterrence research, and Strategic Policy topic areas. The contractor support provided to AF/A3OY covers IAMD topic areas.

Highly specialized operational and technical subject matter expertise is required to fulfill the AF/A10-S and AF/A3OY missions.

C.1.2 AF/A10-S MISSION

The mission of AF/A10-S is to develop AF plans and policies for national security issues; apply operational expertise to direct and integrate advances in AF's capability to counter weapons of mass destruction (WMD); establish and implement AF policy for arms control and international sovereignty matters; analyze the national security environment, identify high consequence issues, and advance solutions to improve AF capabilities; and, represent the AF in international,

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

interagency, Office of the Secretary of Defense (OSD), Joint Staff (JS), Air Staff, inter-Service, combatant command (CCMD), and AF Major Command (MAJCOM) forums involving national security policy.

AF/A10-S is operationally aligned into three core areas of responsibility and within these areas reside several key branches that are identified and described below. **Section J, Attachment E** provides an organizational chart identifying AF/A10's structure and **Section J, Attachment E.1** provides an organizational chart identifying AF/A3OY's structure.

C.1.2.1 INTERNATIONAL TREATIES AND AGREEMENTS BRANCH (AF/A10-SI)

The primary mission of AF/A10-SI is to serve as the AF focal point for arms control policy and implementation. AF/A10-SI serves as the Program Manager (PM) for AF implementation of and compliance with international treaties and agreements. In addition, AF/A10-SI conducts advanced studies into future national security concepts and strategies.

The International Treaties and Agreements Branch routinely interfaces with the OSD, JS, Air Staff, MAJCOMs, and the interagency on emerging national security policy and strategy issues affecting strategic stability.

C.1.2.2 FOREIGN CLEARANCE PROGRAM BRANCH (AF/A10-SF)

The primary mission of AF/A10-SF is to serve as the AF focal point for navigation and overflight matters. AF/A10-SF serves as the executive agent for the DoD Foreign Clearance Guide (FCG) including DoD overseas travel and aircraft clearances.

The Foreign Clearance Program Branch routinely interfaces with OSD, JS, Air Staff, MAJCOMs, and the interagency of international sovereignty and overflight issues.

C.1.2.3 CWMD STRATEGY, PLANS & ANALYSIS BRANCH (AF/A10-SC) AND OPERATIONS, TRAINING & IMPLEMENTATION BRANCH (AF/A10-SO)

AF/A10-SC and AF/A10-SO collectively serve as the AF focal point for establishing AF operational policy and strategy on CWMD and chemical, biological, radiological, and nuclear defense (CBRND) programs. The AF/A10-S CWMD primary mission is to develop, validate, and implement an operationally focused AF CWMD and CBRND strategy, policy, doctrine, standards, procedures, education, training, exercises, and assessments across the three Lines of Effort and other activities outlined in the June 2014 Department of Defense Strategy for CWMD (DoDS-CWMD).

Other integral parts of the AF/A10-SC and AF/A10-SO mission include the following:

- a. Integrate, synchronize, and institutionalize AF CWMD and CBRND operations through the development, management, execution, and implementation of the AF CWMD Flight Plan and its associated roadmaps.
- b. Interface with DoD and non-DoD institutions to promote research, testing, and education in the areas of CWMD and CBRND operations.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- c. Approve and establish AF operational requirements for CWMD and represent the AF in all joint/Service requirement and acquisition forums that consider current and future CWMD and CBRND programs.
- d. Interface with JS, Air Staff, AF MAJCOMs, other AF agencies and other Services, and engage in foreign military-to-military exchanges on CWMD and CBRND issues.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- e. Manage CWMD and CBRND resources directly supporting AF MAJCOMs and other agencies at various worldwide locations.
- f. Implement the DoD chemical, biological, radiological, and nuclear (CBRN) Survivability program as directed in DODI 3150.09, *CBRN Survivability*, and detailed in AFI10-2607, *AF CBRN Survivability*.
- g. Support the requirements development, resource advocacy and solution identification for the Weapons of Mass Destruction-Defeat (WMD-D) effort.

C.1.2.4 STOCKPILE SCIENCE AND TECHNOLOGY (S&T) BRANCH (AF/A10-CS)

AF/A10-CS is the AF lead for management, planning, and integration of the AF nuclear weapons stockpile. AF/A10-CS provides oversight, advocacy, and stewardship for AF Nuclear Enterprise Capabilities from cradle to grave. AF/A10-CS partners with HQ AF staffs, MAJCOMS, and external mission partners to ensure AF nuclear capability systems solutions are integrated, prioritized, and synchronized through sustainment, modernization, and recapitalization. The Stockpile S&T Branch supports AF-provided nuclear weapon delivery system programs, other AF-acquired materials, and the Assistant Secretary of the Air Force/Acquisition (SAF/AQ) management of the AF S&T program. The Stockpile S&T Branch Chief is the AF Action Officer (AO) for the Nuclear Weapons Council (NWC) and AF/A10-CS is responsible for coordinating AF input to the NWC and subordinate committees; preparing AF principals for NWC meetings; and, drafting and/or coordinating NWC reports directed by the executive and legislative branches of the Government. The Stockpile S&T Branch maintains a direct liaison with the AFNWC and AF Program Executive Officer/Strategic Systems regarding nuclear weapon/weapon system programs. AF/A10-CS also engages with the National Nuclear Security Administration (NNSA) and its laboratories to administer weapon system design features, operational procedures, and security and system safety rules as a Use Control Logistics Working Group member. In addition, AF/A10-CS supports the Associate Deputy Chief of Staff (DCS) in their role as principal to the CBRN Survivability Oversight Group-Nuclear (CSOG-N). Other integral parts of the A10-CS mission include the following:

- a. Integrate, synchronize, and institutionalize AF nuclear stockpile sustainment, modernization, and survivability by supporting the development, management, execution and implementation of the Flight Plan for the Air Force Nuclear Enterprise Vector 4.
- b. Interface with DOD and non-DOD institutions to promote research, testing, sustainment, and modernization in the areas of nuclear weapon stockpile stewardship.
- c. Develop AF operational requirements for nuclear weapons and support the AF in all Joint/Service requirement and acquisition forums that consider current and future nuclear weapon programs.
- d. Interface with JS, Air Staff, AF MAJCOMs, other AF agencies, other Services, and COCOMs on nuclear weapon issues.

C.1.2.5 NUCLEAR ENTERPRISE OVERSIGHT & RESEARCH CONCEPTS (AF/A10-X)

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

AF/A10-X (to include the Deterrence Research Program) primarily provides analytically-based, multidisciplinary perspectives to strengthen AF deterrence and assurance capabilities in the joint arena plus managing and executing HQ AF-level strategic deterrence and nuclear issues forums and governance bodies. AF/A10-X manages the Nuclear Oversight Board (NOB) and Nuclear Issues Resolution and Integration Board (NIRI), quarterly Chief of Staff of the Air Force (CSAF) Deterrence Roundtable, and semi-annual AF/A10 roundtable with MAJCOMs. AF/A10-X maintains close interaction with key non-AF nuclear mission partners (e.g., U.S. Strategic Command (USSTRATCOM), Defense Threat Reduction Agency (DTRA), NNSA, think tanks, and academics) to educate, collaborate, and promote national strategic deterrence objectives.

C.1.3 IAMD BRANCH (AF/A3OY) MISSION

AF/A3OY synchronizes AF policy, plans, and programs, and leads the integration of AF IAMD-related efforts and activities, including assessments, analyses, studies, wargames, and exercises within HQ AF, MAJCOMs, air components, joint partners, and agencies. AF/A3OY is tasked with informing requirements and acquisitions in order to ensure appropriate development and fielding of AF IAMD capabilities in support of Combatant Commanders and Air Component Commanders. AF/A3OY provides subject matter expertise to AF Senior Leadership in support of OSD, Joint, and interagency IAMD-related decision forums.

C.2 CURRENT INFORMATION TECHNOLOGY (IT)/NETWORK ENVIRONMENT

Limited, ancillary IT support will be required under this TO as described further in **Section C.5.3.5** below. A description of the current AF/A10-S IT environment is provided in **Section J, Attachment F**.

C.3 SCOPE

The scope of this TO is to provide the services identified in this Statement of Work (SOW) to AF/A10-S, the AF/A10-S program branches, other AF/A10 divisions/branches, and to AF/A3OY.

The requirements under this TO shall not be used for the performance of inherently governmental functions. The contractor is not authorized per FAR Subpart 7.5 to perform any functions considered inherently governmental.

The majority of the work will be performed off-site primarily within the Washington, District of Columbia (D.C.) metro area/National Capital Region (NCR), as well as limited on-site support at AF/A10-S, its component divisions/branches, other AF/A10 divisions/branches, AF/A3OY, MAJCOMs, Numbered AFs (NAFs), Logistics Centers, and other agencies outside the NCR. The contractor shall be required to travel routinely to Continental United States (CONUS) and OCONUS locations on a monthly basis in support of AF/A10-S, its component divisions/branches, other AF/A10 divisions/branches, AF/A3OY, and MAJCOM requirements, events, conferences, and meetings.

C.4 OBJECTIVE

The objectives of this TO are to:

- a. Provide analytical, subject matter expertise support to AF/A10-S, its component branches, AF/A3OY, and other AF/A10 divisions/branches.
- b. Supporting the development of reports and papers (e.g., talking, background, position, information) on mission-critical subject matter.
- c. Conduct research in support of the missions of AF/A10-S, its component branches, AF/A3OY, and other AF/A10 divisions/branches.
- d. Support the AF/A10-S, its component branches, AF/A3OY, and other AF/A10 divisions/branches' staff at meetings, conferences, etc.
- e. Provide limited, ancillary IT support.

C.5 TASKS

The following tasks are in support of this TO and are detailed below.

- a. Task 1 – Provide Program Management
- b. Task 2 – Transition
- c. Task 3 – Provide International Treaties & Agreements and FCP Support
- d. Task 4 – Provide CWMD Support
- e. Task 5 – Provide Nuclear Enterprise Support (Optional Task)
- f. Task 6 – Provide AF Deterrence Research Program Support (Optional Task)
- g. Task 7 – Provide IAMD Support (Optional Task)

C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this SOW. The contractor shall identify a PM by name who shall provide management, direction, administration, quality control, and leadership of the execution of this TO.

The contractor shall facilitate Government and contractor communications; use industry best-standards and proven methodologies to track and document TO requirements and activities to allow for continuous monitoring and evaluation by the Government; and, ensure all support and requirements performed are accomplished IAW the TO. The contractor shall notify the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer Representative (COR) and AF/A10-S Technical Point of Contact (TPOC) via a Problem Notification Report (PNR) (**Section J, Attachment G**) of any technical, financial, personnel, or general managerial problems encountered throughout the TO period of performance (PoP).

C.5.1.1 SUBTASK 1 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting (**Section F, Deliverable 1**) within ten days of Project Start (PS) at a location approved by the Government. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, the AF/A10-S TPOC, the FEDSIM Contracting Officer (CO), all other Government stakeholders, and the FEDSIM COR. At least three days prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 2**) for review and approval by the FEDSIM COR and the AF/A10-S TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of contact (POCs) for all parties
- b. Draft Project Management Plan (PMP) discussion including schedule, tasks, etc.
- c. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government)
- d. Staffing Plan and status
- e. Analytical Support Status Accreditation (ASSA) process
- f. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs))
- g. Invoicing considerations
- h. Transition discussion

The contractor shall provide the following at the Kick-Off meeting:

- a. All deliverables required to be provided to the Government at the Kick-Off Meeting are listed in **Section F**.

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting minutes report IAW **Section C.5.1.6, Provide Meeting Reports**, documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.2 SUBTASK 2 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR using Microsoft (MS) Office Suite applications, by the tenth of each month via electronic mail (email) to the FEDSIM COR and the AF/A10-S TPOC (**Section F, Deliverable 3**). The MSR shall summarize by task area the technical and managerial work performed by the contractor during the previous month, and shall also, at a minimum, include the following:

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- a. Activities/deliverables during reporting period, by task (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
- b. Summary of the inspections accomplished, to include updates on the progress of on-going inspections/treaty activities (**Section C.5.3.2**).
- c. Metrics reporting for trouble tickets (**Section C.5.3.5**).
- d. Summary of the website enhancements and updates completed and a summary of any problems encountered (**Section C.5.3.5**).
- e. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- f. Personnel gains, losses, and status (upcoming leave, security clearances, etc.).
- g. Government actions required.
- h. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- i. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- j. Financial status including:
 - i. Actual TO burn through the previous month and projected cost of each CLIN, broken down by task area, for the current month.
 - ii. Up-to-date spend plan including baseline, actuals, and forecast.
 - iii. Cumulative invoiced amounts for each CLIN and task area to-date.
- k. Any recommendations for change, modifications, or improvements in tasks or process.
- l. Any changes to the PMP.

C.5.1.3 SUBTASK 3 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall prepare and deliver a draft and a final PMP that is based on the contractor's solution. The contractor shall utilize the PMP as the foundation for information and resource management planning. The PMP shall be automated utilizing software such as MS Project or AF standard Project Management software. At a minimum, the PMP shall:

- a. Describe the proposed management approach and contractor organizational structure.
- b. Provide an overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between or among Government organizations.
 - i. The WBS shall identify all technical activities at a level of detail sufficient for the contractor to manage the work at no less than a week by week basis.
 - ii. Each WBS element shall be accompanied by a description and expected result(s).
 - iii. Each WBS element shall include an estimate of the duration, level of effort (LOE) by labor category, and resource cost.
- c. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- d. Include milestones, tasks, and subtasks required in this TO.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- e. Include a staffing matrix (including all subcontractor personnel) with all personnel assigned to the TO and include their position, office location, building access status, and AF computer equipment assigned (if any).
- f. Include the contractor's general operating procedures for:
 - i. Travel
 - ii. Work hours
 - iii. Leave
 - iv. Staff training policies
 - v. Problem or issue resolution procedures
- g. Include the contractor's Quality Control Plan (QCP).
- h. Contain a deliverable and milestone schedule for each organization in scope of this TO.

The contractor shall provide the Government with a draft PMP (**Section F, Deliverable 4**) on which the Government will make comments. The final PMP (**Section F, Deliverable 5**) shall incorporate the Government's comments. The PMP shall be updated as changes in the program occur (**Section F, Deliverable 6**). The PMP shall be reviewed and updated as needed on a bi-annual basis, at a minimum, and the contractor shall conform to the latest Government approved version of the PMP. The contractor shall keep the PMP electronically accessible to the Government at all times.

C.5.1.4 SUBTASK 4 – QUALITY ASSURANCE (QA)

The contractor shall ensure that a high quality of service is maintained throughout the life of this TO. Realistic and substantial methods and monitoring techniques shall be employed in order to improve the overall quality of the TO.

The contractor shall provide a draft QCP as required in **Section F, Deliverable 7**. The final QCP shall incorporate the Government's comments (**Section F, Deliverable 8**). The contractor shall periodically update the QCP, as required in **Section F, Deliverable 9**, as changes in program processes occur. At a minimum, the QCP shall be reviewed and updated once a year.

Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The contractor's QCP shall describe, at a minimum, the following:

- a. Approach and procedures for communicating with the Government, resolving issues, and identifying potential program improvements for Government consideration.
- b. Quality control methodology for accomplishing TO performance expectations and objectives including benchmark metrics and measures. The contractor shall fully discuss its validated processes and procedures that provide high quality performance for each task area and how these processes and procedures integrate with the Government's requirements.
- c. Detailed description of the contractor's internal quality review process including the individual(s) responsible, how frequently quality reviews shall occur, the method(s) that

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

shall be utilized, and what services/products/capabilities shall be reviewed by the contractor.

C.5.1.5 SUBTASK 5 – IN PROGRESS REVIEWS (IPRs)

The contractor shall hold quarterly, formal IPRs (**Section F, Deliverable 10**) at a location determined in conjunction with the Government. IPRs, at a minimum, shall include the FEDSIM COR, AF/A10-S TPOC, relevant Government stakeholders, and any other Government and contractor representatives deemed necessary by the FEDSIM COR and/or AF/A10-S TPOC. The purpose of the IPR is to provide a forum for the Government to conduct a review of TO progress, engage in TO planning, and assess any issues.

The contractor shall provide IPR Reports (**Section F, Deliverable 11**) IAW **Section C.5.1.6, Provide Meeting Reports**. These IPR Reports shall be provided to the FEDSIM COR and AF/A10-S TPOC within five workdays following the conclusion of the IPR.

C.5.1.6 SUBTASK 6 – PROVIDE MEETING REPORTS

The contractor shall submit Meeting Reports (**Section F, Deliverable 12**), as requested by the AF/A10-S TPOC and/or FEDSIM COR, to document meetings. The Meeting Report shall, at a minimum, include the following information:

- a. Meeting attendees and their contact information and, at a minimum, identify organizations represented
- b. Meeting date and location
- c. Meeting agenda
- d. Purpose of meeting
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned)
- f. Conclusion
- g. Recommendation(s)
- h. Next scheduled event(s) impacting or impacted by the meeting

C.5.1.7 SUBTASK 7 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report (**Section F, Deliverable 13**) when the request for travel is submitted. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, Government approval authority, location of travel, duration of trip, total cost of the trip, and POC(s) at the travel location. Trip reports shall also contain, at a minimum, a detailed description of the purpose of the trip and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in **Section J, Attachment H**.

C.5.1.8 SUBTASK 8 – PROVIDE PROBLEM NOTIFICATION REPORTS (PNRs)

The contractor shall notify the FEDSIM COR via a PNR (**Section F, Deliverable 14 and Section J, Attachment G**) as soon as it becomes apparent to the contractor that a scheduled deliverable will be late, a cost overrun will occur, or any other event will occur that could negatively impact TO performance. The contractor shall include in the PNR the rationale, the expected mitigation strategy, and overall project impact. The FEDSIM COR will review the PNR and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination.

C.5.1.9 SUBTASK 9 – ANALYTICAL SUPPORT STATUS ACCREDITATION (ASSA)

The contractor shall be responsible for understanding and complying with the DoD Contractor Personnel Office (DOCPER) ASSA requirements for those personnel whose assigned duty station is in Germany. The contractor shall submit completed ASSA documentation (**Section F, Deliverable 15**) to the FEDSIM COR at the Kick-Off Meeting. ASSA documentation includes, but is not limited to, the contract notification form, job descriptions, employee ASSA applications, employee resumes, and employee employment contracts (**Sections H.5.2 and H.8**). After review and approval, the FEDSIM COR will submit all ASSA documents to DOCPER to begin the approval process.

More information can be located on the U.S. Army Europe (USAREUR) DOCPER website:

<http://www.eur.army.mil/g1/content/CPD/docper.html>

C.5.1.10 SUBTASK 10 – CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the Air Force via a secure data collection site IAW Air Force FAR Supplement (AFFARS) 5352.237-9001. The contractor is required to completely fill in all required data fields using the following web address:

<http://www.ecmra.mil/>

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year, beginning with 2016. Contractors may direct questions to the help desk at:

<http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.2 TASK 2 – TRANSITION

C.5.2.1 SUBTASK 1 – TRANSITION-IN

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The Transition-In period shall begin at PS and shall conclude within 30 days of PS. The contractor shall provide an updated Transition-In Plan (**Section F, Deliverable 16**), based on the contractor's draft Plan submitted with the proposal, to be approved by the Government.

C.5.2.2 SUBTASK 2 – TRANSITION-OUT

The contractor shall provide a draft Transition-Out Plan within six months of PS (**Section F, Deliverable 17**). The Government will work with the contractor to finalize the Plan IAW Section E (**Section F, Deliverable 18**). This Plan shall be reviewed and updated on an annual basis at a minimum (**Section F, Deliverable 19**). Additionally, it shall be reviewed and updated quarterly during Option Period 4. The Transition-Out Plan shall include all the topics included in the Transition-In Plan.

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes
- b. Points of contact
- c. Location of technical and project management documentation
- d. Status of ongoing technical initiatives
- e. Appropriate contractor to contractor coordination to ensure a seamless transition
- f. Transition of Key Personnel
- g. Schedules and milestones
- h. Actions required of the Government
- i. A final invoice and close-out schedule with the dates and actions to be completed for TO close-out.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition.

C.5.3 TASK 3 – PROVIDE INTERNATIONAL TREATIES & AGREEMENTS AND FCP SUPPORT

The International Treaties and Agreements Branch, AF/A10-SI, and the FCP Branch, AF/A10-SF, are responsible for the three areas of operations, International Treaties, Arms Control, and the FCP. AF/A10-SI oversees AF implementation and compliance with arms control agreements

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

and is the AF focal point for international arms control and nonproliferation treaties. AF/A10-SF oversees the DoD FCP. AF/A10-S is the central Air Staff office responsible for coordinating AF policy for interagency negotiations related to arms control policy development and implementation and is also responsible for serving as the DoD executive agent for the FCP [on behalf of the Secretary of the Air Force (SECAF)].

Contractor support for this task includes, but is not limited to, the following activities:

- a. Supporting the formulation and dissemination of AF policy and positions concerning United States (US) treaties.
- b. Helping to ensure preservation of AF programs supporting national security objectives.
- c. Supporting the implementation of treaties and agreements for the AF.
- d. Helping to ensure compliance with arms control treaties within the AF.
- e. Supporting all facilities (CONUS and OCONUS) potentially subject to inspections.
- f. Assisting with the development and dissemination of AF views on national security policies.
- g. Helping to provide oversight of the AF arms control programs.

The contractor shall provide support for a full range of implementation, training, and compliance activities for more than 30 arms control treaties, conventions, agreements, or arrangements (**Section J, Attachment I**) that have entered into force and may affect AF programs.

Section J, Attachment J provides an outline of the anticipated training requirements by subtask.

The FCP Branch is the AF focal point for all matters relating to foreign area access. This task area supports the AF's management of all matters relating to:

- a. The policy, content, promulgation, and interpretation of the FCG.
- b. Developing and publishing DoD policies, guidance, and procedures for aircraft and personnel overseas clearances.
- c. Airspace and aircraft sovereignty issues.
- d. Requirements for overseas entry for personnel such as passports, visas, and identification credentials.
- e. Management of Aircraft and Personnel Automated Clearance System (APACS).
- f. Training of Embassy Attaches, Operations Coordinators (OPSCOs), Security Assistance, and Passport Agents.

Support to this task includes working directly with U.S. embassies overseas, DoS, the Federal Aviation Administration (FAA), and other U.S. and foreign entities to implement USG policy relating to aircraft diplomatic clearance and personnel.

The contractor is not authorized to speak or act as a representative of the AF or the USG. The contractor can only operate in an advisory role under this task.

Some contractors supporting this task require a Top Secret (TS) security clearance with Sensitive Compartmented Information (SCI) and Special Access Program (SAP) and Special Access Required (SAR) eligibility to perform some of the below capabilities.

C.5.3.1 SUBTASK 1 – PROVIDE ARMS CONTROL SUPPORT

The contractor shall provide support to a full range of implementation and compliance activities for the full spectrum of treaties that have entered into force and others which are in negotiation or pending entry into force and may affect AF operations or programs. **Section J, Attachment I** identifies the applicable treaties that have entered into force specific to AF/A10-S mission responsibilities. The contractor shall support arms control implementation and compliance activities including the following:

- a. Analysis of proposed treaty provisions, implementation guidance, and the preparatory work relative to new treaties and agreements involving AF equities and activities.
- b. Staffing actions to support development of AF positions on treaty issues and preparation of responses for AF/A10-S to higher HQ taskings.
- c. Development, preparation, and implementation support of education, training, and exercise materials concerning arms control treaty and agreement implementation. Historically, training materials consist of briefing slides.
- d. Review of AF acquisition programs and Concepts of Operations (CONOPS) to ensure compliance with in-force treaties and agreements and to ensure the provisions of contemplated treaties and agreements are correlated to AF acquisitions programs.
- e. Analytical support for AF positions regarding DoD Treaty Compliance Review Group deliberations of AF planned or on-going operations.

The contractor shall provide analysis, research, and policy support and shall conduct research on arms control treaty issues. The contractor's support shall specifically emphasize the following arms control-related activities that AF/A10-S supports on a regular basis:

- a. New Strategic Arms Reduction Treaty (NST)
- b. Chemical and Biological Weapons Conventions (CWC and BWC)
- c. Open Skies Treaties (OST)
- d. Treaty on Conventional Armed Forces in Europe (CFE)
- e. Integrated Safeguards Agreements and Non-Proliferation Treaty (NPT)
- f. Comprehensive Test Ban Treaty (CTBT)
- g. Fissile Material Cutoff Treaty (FMCT)
- h. Intermediate-Range Nuclear Forces Treaty (INF)

Under this task, the contractor shall review and study technical aspects of contemplated treaty provisions and provide the AF with analysis of impacts and potential courses of action. This information shall be provided to the Government via papers, emails, and other AF Staff instruments (e.g., staff summary sheets (SSSs), Joint Action Briefs, etc.) which discuss the results, findings, recommendations, and any impact(s) of contemplated treaty provisions under negotiation. The contractor shall provide input to AF/A10-S on items of interest to the AF and courses of action to assist AF/A10-S in shaping interagency debate and developing Service input to treaties under negotiation (**Section F, Deliverable 20**). Additionally, the contractor shall draft, review, and update summaries, pamphlets, instructions, and guides concerning all arms control treaties and agreements tracked by the AF (**Section F, Deliverable 21**); and, draft and update AF Modification PO35

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

Instructions (AFIs) detailing AF treaty implementation and compliance plans as required by DoD guidance (**Section F, Deliverable 22**).

For current arms control treaty issues, the contractor shall provide treaty-specific support to conduct analysis and research and to assist AF/A10-S in developing strategies and courses of action to attain AF goals and objectives throughout the entire arms control process. AF/A10-S receives various daily taskers/taskings for requests for information (RFIs), plans, roadmaps, AF policies, procedures, and input. The contractor shall complete the following activities:

- a. Draft responses to inquiries.
- b. Conduct research.
- c. Review documents and policy to determine effects (if any) on guidance.
- d. Consult other Subject Matter Experts (SMEs) as required from MAJCOMs/other agencies.
- e. Provide information, draft point papers, briefings, and other staff instruments (e.g., SSSs, Joint Action Brief Sheets, etc.).
- f. Assist in the development of AF positions in response to any issues/problems.
- g. Coordinate and obtain approval from agencies on AF arms control topics, emerging issues, and areas of interest with both short and long term suspense. At times, short notice (less than 24 hours) taskings may arise and the contractor shall be required to rapidly respond; provide analysis and research support; and, provide a coordinated and approved response.

As requested by MAJCOMS and in coordination with MAJCOM Treaty Compliance Officers (TCOs), the contractor shall draft a three-year plan, the CWC exercise plan, for delivery of CWC SME training (**Section F, Deliverable 23**). The CWC is a multi-national arms control treaty that prohibits the development, production, stockpiling, transfer, use, and preparation for use of chemical weapons. This three-year plan shall include a forecast of MAJCOM training events and challenge inspection exercise activities to include:

- a. Two to four annual recurring training sessions (one or two shall include “tabletop” exercises) to teach unit and MAJCOM personnel their roles and duties during specific treaty inspections and activities.
- b. An annual AF-only full-base exercise.

At each AF MAJCOM, the contractor shall conduct this training for approximately 30 to 100 TCOs. Historically, training is normally held for two days to ten days, the length depends on the topics and the participants. The contractor shall develop scenarios, organize the exercises/training events, facilitate the events, and provide a summary of each event (**Section F, Deliverable 24**). Some developed training courses maybe provided online. The contractor’s training support shall include, but is not limited to, the following activities:

- a. Prepare exercise scripts and scenarios; scope the LOE and support necessary to implement the CWC exercise plan; and coordinate these requirements with AF/A10-S and the MAJCOM TCOs.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- b. Attend exercise training events with AF/A10-S and the MAJCOMs and conduct exercise training to the unit/location being exercised. The contractor shall organize, facilitate, and/or participate in these inspections depending on the type of role the AF will play at the exercises.
- c. Develop customized lesson plans and read-ahead materials, and deliver instruction and/or execute exercises as identified in the CWC three year plan at any AF location worldwide. In coordination with AF/A10-S and possibly the Joint Chief of Staff (JCS) and DoD, the contractor shall develop and propose exercise(s) which may vary in location and duration depending on the AF objectives.
- d. Draft for publication and distribution, update, and maintain currency of the AF CWC Inspection Support Manual.

The contractor shall be capable of and prepared to “deploy” on short-notice to support real-world challenge inspection requests as identified by AF/A10-S to CONUS/OCONUS AF locations. The contractor shall provide subject matter expertise support capable of supporting AF activities at HQ USAF, the CWC Host Team, and at the unit affected by CWC Challenge Inspection. The contractor shall support AF management in the inspection process and provide specialized technical, procedural, or operational assistance as requested. Additionally, the contractor shall provide similar levels of support to AF/A10-S for any allegations, inspection requests, investigations of alleged use, and/or a non-compliance with the BWC or the International Atomic Energy Agency (IAEA) integrated safeguards inspection requests and complementary access visits.

In order to ensure acquisition programs are compliant with existing treaties, the contractor shall provide support for both the arms control and the acquisition process in order to ensure an adequate review program is set up and conducted of current AF and Joint acquisition programs. The contractor shall monitor and confirm that periodic reviews of acquisition programs are conducted by appropriate staff elements (such as Deputy General Counsel Acquisition (SAF/GCQ) and AF Contracting (SAF/AQC)) to ensure the acquisition programs remain compliant with existing and any new treaties that may emerge during research, development, and acquisition. At all phases of AF acquisitions, the contractor shall interact with AF legal, other AF staff elements in obtaining treaty policy and compliance interpretations, and DoD Compliance Review Group determinations.

The contractor shall provide assistance to AF/A10-S in interpreting arms control treaty and agreement obligations in order to provide inputs to AF and National leaders in the development of strategy and doctrine. To determine the potential impacts on AF arms control treaty compliance, the contractor shall analyze strategic nuclear doctrine, deterrence theories, and national security policies. Depending upon the nature and extent of any strategy shifts in national security policy identified during this analysis, the contractor shall provide the Government with information, point, white, and decision papers discussing the results, findings, recommendations, and impacts to the AF/A10-S on items of interest to the AF. The contractor shall also discuss

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

potential courses of action to bring AF activities into compliance with policies and treaty obligations (**Section F, Deliverable 25**).

With a specific emphasis on the nuclear arms control treaties and the following negotiation forums: Bilateral Consultative Commission, Conference on Disarmament, Consultative Group for Strategic Security, Bilateral Implementation Commission, Open Skies Consultative Commission, and the Joint Consultative Group, the contractor shall support on-going arms control negotiations. The contractor shall provide analyses and recommendations in support of other negotiations or interagency activities concerning events associated with all of the treaties that impact or are of interest to the AF. As identified by AF/A10-S, the contractor shall provide support to perform studies, analyses, and prepare point papers, briefings, and other AF staff instruments (e.g., SSSs, Joint Action Brief Sheets, etc.).

In order to identify any systemic shortcomings to existing processes that may result from a change in the environment, the contractor shall periodically analyze and report on the operational and national security environment and existing AF treaty compliance processes. Based on the contractor's analysis and identified shortcomings, the contractor shall then make recommendations to AF/A10-S for improvements or changes to existing implementation and compliance procedures and practices and the contractor shall assist AF/A10-S in executing these actions via preparation of relevant point papers, briefings, and other staff instruments (e.g., SSSs, Joint Action Brief Sheets, etc.) (**Section F, Deliverable 26**).

Additionally, the contractor shall provide logistical support for AF/A10-S sponsored meetings, forums, working groups (WGs), planning sessions, Integrated Project Teams (IPTs), conferences, workshops, training courses, seminars, and boards. As identified by AF/A10-S, the contractor shall provide similar support to other agencies such as the JS, OSD, and the DTRA. These events may be held in the Washington, D.C. metro area, at AF installations worldwide, other locations as specified, and if necessary, in commercial conference centers. Historically, events have included AF arms control courses for new TCOs, CWC Base Assistance Meetings, CWC Challenge Inspection Exercises (Phase I: classroom, Phase II: tabletop, Phase III: field-level; Phase IV: DoD-level), Open Skies workshops, NST workshops, AF Institute for National Security Studies events, and Emerging Issues seminars. In addition, once every two to three years, AF/A10-S hosts a major conference with approximately 50 to 150 attendees on national security policy issues. The contractor shall support the following functions as required by each specific event:

- a. Prepare, support, and attend.
- b. Facilitate and host.
- c. Schedule and coordinate meetings, group members, and sites.
- d. Draft agendas.
- e. Prepare and distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, handouts, and notes.
- f. Draft talking points and presentations for senior AF officials.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- g. Secure and set-up audio visual (AV)/IT equipment.
- h. Coordinate and initiate communications requirements and/or requests to set-up video and teleconferences.
- i. Coordinate security requirements.
- j. Arrange and reserve conference facilities.
- k. Prepare and distribute meeting minutes.
- l. Monitor and track action items.
- m. Develop attendee rosters.
- n. Provide, draft, develop, and/or distribute all relevant reference briefings and documents.
- o. Draft, prepare, and publish minutes, follow-up documentation, and coordination.

Following all events, the contractor shall conduct post-event assessments in order to assess the success of the event and determine how future events could be improved. The assessment shall include providing lessons learned, evaluation reporting, recommendations, and After Action Reports (AARs) (**Section F, Deliverable 27**). The AARs shall include an overall assessment of the event, overall cost breakdown of the event, any cost implications and recommendations, final attendee list, feedback and survey results, assessment of the logistics, analysis of the quality of the speakers and infrastructure, the information presented and content discussed, and any recommended future changes.

The contractor shall provide subject matter expertise to support operation of the following database systems:

- a. Arms Control Enterprise System (ACES): ACES is the DoD designed classified web-based system currently used for conventional and nuclear arms control reporting. There are approximately nine conventional and strategic arms control treaties and agreements incorporated into the system. In addition, ACES is used for compliance with the Open Skies Treaty, the United Nations (UN) agreement on Transparency in Armaments, the agreement for the Global Exchange of Military Information, and the Wassenaar Arrangement. All contractor personnel involved with data reporting under the various arms control agreements impacted by the AF and whose reports are provided through ACES, shall be able to operate the system. The contractor personnel with applicable agreements and reports shall prepare and submit the necessary forms through the system.
- b. Information and Resources Support System (IRSS): IRSS is an unclassified AF resources database utilized by AF/A10-S to review documents and assess probable treaty implications. The contractor shall provide support to monitor, track, and review the documents loaded into the system. For any documents that have potential treaty impacts, the contractor shall ensure that those documents are reviewed and any follow-up actions (for further details, etc.) are accomplished with the Office of Primary Responsibility (OPR) for the document. Additionally, the contractor shall provide information on potential arms control agreement issues, including any potential impact(s) to the OPR.

C.5.3.2 SUBTASK 2 – ARMS CONTROL SUPPORT TO MAJCOMS, NAFs, AND LOGISTICS CENTERS

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

The contractor shall provide full-time, on-site arms control support at selected MAJCOMs, NAFs, and Logistics Centers as identified by AF/A10-S at CONUS and OCONUS locations.

The contractor shall provide support at the following locations:

- a. HQ Air Combat Command (ACC) at Langley Air Force Base (AFB), Virginia (VA)
- b. HQ Air Force Material Command (AFMC) at Wright-Patterson AFB (WPAFB), Ohio (OH)
- c. HQ Air Force Space Command (AFSPC) at Peterson AFB, Colorado (CO)
- d. HQ Air Force Special Operations Command (AFSOC) at Hurlburt Field AFB, in Florida
- e. HQ Air Force Global Strike Command (AFGSC) at Barksdale AFB, Louisiana (LA)
- f. HQ USAF Europe (USAFE) at Ramstein Air Base (AB), Germany
- g. HQ Pacific Air Forces (PACAF) at Joint Base Pearl Harbor – Hickam, Hawaii (HI)
- h. HQ USAF Central Command 9AF (CENTAF) at Shaw AFB, South Carolina (SC)
- i. 551 Aircraft Sustainment Squadron (ACSS), Tinker AFB, Oklahoma (OK)

The contractor shall support each MAJCOM or other AF unit identified above by providing subject matter expertise support on AF/A10-S arms control strategic plans and policy.

Additionally, the contractor shall provide the following support.

- a. Research, review, and analyze policy and technical issues; comment on documents; and, provide recommendations to the AF on policy and operations to include arms control treaty negotiations, treaty-related implementation, compliance planning, guidance documents, and AFI's.
- b. Provide updates to AF/A10-S on treaty activities within their area of responsibility to include, but not limited to, OST, NST CWC, BWC, and CFE. The contractor shall provide monthly reports on inspections accomplished, to include updates on the progress of on-going inspections/treaty activities, to AF/A10-S via the MSR (**Section F, Deliverable 3**).
- c. Provide technical expertise on treaty implementation and compliance activities to assigned MAJCOM/NAF, as required, to support implementation and compliance activities.
- d. Support preparation of annual programming and budgeting submissions, which support MAJCOM/NAF's treaty implementation and compliance activities, for AF/A10-S.
- e. Provide liaison support between MAJCOM/NAF HQ and other AF- and DoD-wide operational planning and policymaking forums.
- f. Review treaty compliance plans for MAJCOM/NAF and assigned units.
- g. Update any unique command-wide training materials under the responsibility of MAJCOM/NAF. Historically, training materials have consisted of briefing slides.
- h. Assist assigned MAJCOM/NAF units with preparing for treaty implementation and on-site inspections.
- i. Operate and input treaty required information into the ACES.
- j. Support ongoing CWC Challenge Inspection planning and implementation in the MAJCOM/NAF geographic area of responsibility (AOR). In addition, support the USAF CWC Base Assistance Team (BAT) by updating and consolidating changes to the USAF

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

CWC Inspection Support Manual (ISM), and by scheduling and managing annual training and exercise events.

- k. Support on-going AF activities preparing for entry into force of the Additional Protocols of the Integrated Safeguards Agreements and its associated Non-Proliferation Treaty within the MAJCOM/NAF geographic or programmatic AOR.

Specifically for ACC, the contractor shall provide support for the AF Central Node. The contractor shall operate and maintain ACES, identify any computer equipment needs, and perform quality checks of all NST notification reports prior to sending them to the Nuclear Risk Reduction Center.

For 551 ACCs, the contractor shall directly support the AFMC Open Skies PM by providing technical engineering expertise in direct support of the Open Skies aircraft and sensor suite. The contractor shall review technical documents that support the maintenance and modification of specialized onboard mission equipment and report any issues stemming from the reviews to logistics support personnel. The contractor shall provide programmatic and engineering support to replace aircraft sensors and the future effort to replace the airframe.

For HQ USAFE, the contractor shall provide expert analytical support services for arms control support (and backup support to the CWMD and nuclear policy missions) on-site at HQ USAFE Ramstein AB, Germany. Contractor support shall include research and analysis of policy and technical issues associated with classified U.S. positions on conventional arms control treaty negotiations; treaty-related implementation and compliance planning; preparation of programming and budgeting submissions; and liaison between HQ U.S. European Command (USEUCOM), HQ USAFE and other AF and DoD-wide operational planning and policy making forums. Contractor personnel supporting HQ USAFE shall have experience providing expert support to HQ USAF in executing its arms control responsibilities. The contractor shall review U.S. classified HQ USAF arms control proposals for the DoD Compliance Review Group. Finally, the contractor shall input and manage information, IAW CFE and the Vienna Document Agreement, into ACES.

C.5.3.3 SUBTASK 3 – PROVIDE PROGRAM ELEMENT MONITOR (PEM) SUPPORT

The requirements under this subtask shall not be used for the performance of inherently governmental functions. The contractor is not authorized, per FAR 7.5, to perform any financial/budgetary functions considered inherently governmental.

AF/A10-S requires programmatic analysis support to all task areas in developing and sustaining advocacy positions within the Air Staff, JS, OSD, and Congress during all programmatic and budgeting cycles. The contractor shall provide Planning, Programming, Budgeting and Execution (PPBE) system support for the Arms Control and CWMD program elements (PEs).

The contractor shall support the PPBE process by assisting the Government with reviewing and analyzing on-going program fiscal requirements; tracking AF/A10-S program funding; and maintaining effective financial controls for AF/A10-S funds. Additionally, the contractor shall

Modification PO35

Task Order GSQ0016AJ0007

PAGE C-20

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

acquire and analyze data, including budget data, and prepare presentations for AF use in decision processes throughout the PPBE cycle. The contractor shall provide technical, analytical, and programmatic expertise for AF/A10-S in the areas of planning and budgeting as part of the PPBE process. The contractor shall also provide support services to resource management projects and the PEM(s) by preparing, analyzing, maintaining, and presenting PPBE documentation.

The contractor shall collect, review, assess, and analyze data to assist the AF in developing and making recommendations on existing and future budgetary actions. With respect to implementation and compliance with operational requirements and applicable treaty language, the contractor shall develop a basic means to track and report the status of programs. The contractor shall track historical data, and current and future financial information to assist the Government in making financial decisions. Additionally, for the tracked financial information, the contractor shall provide a comparison analysis and identify trends for AF/A10-S review. The contractor shall also analyze and estimate the cost of supporting future requirements; prepare justifications; and translate analyses to charts and briefing slides.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

In support of the PPBE process, the contractor shall work with a variety of funding software and tools. The contractor shall access several financial databases to query, review, and update data including, but not limited to, the following:

- a. Automated Budget Interactive Data Environment System (ABIDES): ABIDES is a program to report current and future year accounting data. Future year data shall be protected as classified (Secret) and used for Program Objective Memorandum (POM) and Program Budget Decision (PBD) submissions.
- b. Automated Business Service System (ABSS): ABSS is the AF's standard system for processing financial documentation. ABSS allows authorized users to digitally sign and approve documents or transactions, thereby ensuring proper authorization and authentication.
- c. Resource Allocation Programming Information Decision Systems (RAPIDS): RAPIDS is a database used for presenting information to AF Corporate Structure (AFCS) decision makers. The RAPIDS database provides a single sheet of information for each project. Information typically includes the estimated cost for the program by fiscal year, proposed quantities produced in each fiscal year, deltas for both budget and quantities if funds are decreased or increased, the impacts associated with development projects, and the project's standing on priority lists.
- d. Commanders Resource Integration System (CRIS), Defense Enterprise Accounting Management System (DEAMS), and Info Analyst software programs keep track of funding, obligations, and any disconnects. CRIS is a windows-based query, analysis, and reporting tool that is used to access and integrate financial data from other AF accounting systems to assist decision makers and managers. DEAMS is an accounting enterprise resource planning (ERP) solution for the AF that provides accurate and timely financial information using standardized business rules and processes; and complies with existing laws, regulations, and policies. DEAMS is a long-term solution toward sustaining audit readiness and correcting financial reporting weaknesses.
- e. Financial Information Resource System (FIRST), if/when implemented: FIRST is a fully integrated financial information system designed to create efficiencies by introducing a seamless flow of budget-related information among all AF installations worldwide. It provides a shared data environment with increased financial visibility, including full budget visibility and audit trails, on all financial processes where all transactions will be processed on a real-time or near real-time basis. FIRST provides a single, AF-wide standard for budget formulation, budget execution, acquisition and reporting of accounting information, funds management, and "what-if" scenario interactive costing.

Additionally, the contractor shall generate required funding documents and provide the following assistance:

- a. Prepare action requests, point papers, briefing slides, spend rate charts, quad charts, file plans and justification documentation, spreadsheets, memos, and other documents within the prescribed review and analysis timelines.
- b. Interpret data and facts requests.
- c. Acquire, analyze, and prepare presentations for budget data for use in decision processes through the PPBE cycle.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- d. Integrate funding requirements and budget inputs from the Air Staff, Secretariat, and MAJCOM sources into a coherent presentation format for AF leadership.
- e. Develop Data Extraction tools for use in ABIDES or other systems for reoccurring or one-time extraction(s).

The contractor shall assist in the preparation and processing of funding documents to include Military Interdepartmental Purchasing Requests (MIPRs), AF Form 9, Miscellaneous Obligation Reimbursement Documents (MORD), AF Form 616, Computer System Requirements Documents (CSRD), AF Form 332, and Morale, Welfare, and Recreation (MWR) Line of Credit Reimbursement Request letters directed to support AF/A10-S. Additionally, the contractor shall provide support to the Internal Management Control Program which requires data entry using electronic or manual forms. The contractor shall fill out the request for the appropriate agency and process and monitor the form(s) through the appropriate system.

On a daily basis, the contractor shall analyze financial data for accuracy. The financial data includes funding distribution, commitments, obligations, and expenditures on various expense codes. The contractor shall prepare a monthly budget report that illustrates the execution status of AF/A10-S accounts and appropriations; justifications for budget changes; and AF/A10-S financial position, prior positions, and expenditures (**Section F, Deliverable 28**).

The contractor shall perform technical work in support of budget analysis and administration IAW budget rules, regulations, and procedures associated with the recording, reporting, processing, and tracking of budgetary transactions. These transactions can include credit, receipt, transfer, allotment, withdrawal, obligation, or outlay of funds. Specific, applicable regulations include, but are not limited to, AFI 16-501 Control and Documentation of AF Programs, AFI 65-601 Financial Management, and DoD Financial Management Regulations (FMR).

The contractor shall assist in conducting and maintaining Standard Accounting practices on obligations and expense accruals IAW the U.S. General Accountability Office (GAO), DoD, and DFAS guidelines. The contractor shall review DoD planning documents, including the Defense Planning Guidance (DPG) and other mission-related documentation, in order to ensure all AF/A10-S requirements and objectives are equally accounted for and included in the DoD planning documents.

The contractor shall assist in the development and coordination of executive level briefings for presentation at HQ USAF, DoD, and Joint meetings, including senior USAF leadership, on AF/A10-S initiatives including, but not limited to, monthly Policy & Resources Boards (PRB), monthly Execution Status Reviews (ESR), monthly Deputy Director's meetings, and monthly Unfunded Requirements (UFR) meetings.

Occasionally, the contractor shall attend meetings identified by AF/A10-S for ongoing AF/A10-S program review efforts. As it relates to AF/A10-S mission and initiatives, the contractor shall document and report requirements and implications to the PPBE process. The contractor shall also provide the Government with meeting reports that discuss the results, findings, recommendations, and impact of meeting decision outcomes; and provide AF/A10-S with

potential courses of action to implement and/or mitigate changes resulting from meeting decisions (**Section F, Deliverable 12**).

Within the AFCS process, the contractor shall advise AF/A10-S on strategies for working programmatic issues. The contractor shall assist in drafting and preparing AF/A10-S programmatic budgeting materials for the AF's review and approval. This support will enable AF/A10-S to fulfill mission responsibilities. Additionally, the contractor shall track, analyze, monitor, and report on the performance of AF/A10-S initiatives (**Section F, Deliverable 29**). Finally, the contractor shall assist in preparing, coordinating, and providing input to staffing papers and packages received in response to Congressional Staff inquiries; and DoD, Joint, OSD, SECAF, CSAF, Air Staff, and Inter-Agency queries.

C.5.3.4 SUBTASK 4 – PROVIDE FCP SUPPORT

The contractor shall assist the FCP Branch (AF/A10-SF) with the development and refinement of operational concepts for aircraft clearance issues (including short-notice clearance procedures); personnel international clearances; and DoD Passport policy, procedures, and requirements. The contractor shall perform analyses in order to assist the FCP Branch with responding to quick-reaction, short-notice taskings identified by the FCP Branch Government representative. When changes are received from the field, the contractor shall assist the FCP Branch with rewriting overseas travel regulations for both personnel travel and diplomatic clearances in order to incorporate updated guidance and direction.

The contractor shall also assist AF/A10-SF with maintaining an electronic and hardcopy production of the FCG. The FCG is the DoD guide, located on the Pentagon's server, that serves as the single point of reference for aircraft and personnel international procedures. It is a series of files and a compilation of DoD, DoS, American Embassy, Unified Commands, and Host Nation agreements. The contractor shall maintain and update both the unclassified and classified websites; maintain, operate, and update the web-based APACS for submitting and monitoring aircraft and personnel clearance requests available to all of DoD; and support an electronic FCG historical document to archive past versions of the FCG. The contractor shall edit and confirm on-going FCG content changes, identified by the FCP Branch Government representative, to ensure the FCG conforms to international laws, U.S. Government policy, and DoD Directive (DoDD) 4500.54E. Historically, the FCG experiences approximately 6,000 changes per year.

The contractor shall develop, conduct, and maintain the FCP training modules and shall sustain the outreach program in order to ensure FCP issues are known to DoD. The outreach program pertains to the following areas: DoD FCG, aircraft and personnel clearances, and official passports and visas. FCP training is made available on an as needed basis and is typically provided to U.S. Embassy Attachés, Attaché staff, passport agents, AF Exchange Officers, and others as deemed necessary by U.S. Government requirements.

For any global access and/or overflight issues identified by either the Government or the contractor, the contractor shall identify and analyze those issues. Then, based on the analysis, the Modification PO35

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

contractor shall develop and communicate proposed recommendations, changes, and solutions in order to maximize U.S. forces access to required airspace (**Section F, Deliverable 30**).

The contractor shall research and analyze technical issues associated with the FCP, international sovereignty policy, negotiations, resources, and implementation of ongoing and new requirements for both personnel and aircraft international clearance issues. The contractor shall provide the Government with information, point, white, decision papers, emails, and/or briefings discussing its research, analysis, results, findings, and recommendations to the AF/A10-S on items of interest to the AF and potential courses of action (**Section F, Deliverable 31**).

The contractor shall conduct, and provide to the Government, research concerning current international sovereignty policy issues with specific emphasis on areas such as international transit of territorial airspace, international airspace, straits and archipelago waters, Freedom of Navigation and Political Sensitive Areas Program, Foreign Operating Rights (FOR), Foreign Military Rights, Freedom of Navigation (FoN), Neither Confirm nor Deny (NCND) Policy, payment of aviation related fees, airports of entry, Incidents at Sea (INCSEA), Interagency Group on International Aviation (IGIA), and dangerous military activities. The contractor shall provide the Government with information, point, white, decision papers, emails, and/or briefings discussing its research, analysis, results, findings, and recommendations to AF/A10-S on current international sovereignty policy issues (**Section F, Deliverable 32**).

The contractor shall maintain, operate, update, and host the U.S. Entry Guide (USEG) web-site, from the contractor's facility, with content that is based on the requirements of foreign state aircraft as defined by the DoS, Department of Homeland Security (DHS), and FAA. The contractor shall coordinate the USEG content with appropriate Government agencies (e.g., DoS, Department of Commerce (DoC), Department of Agriculture, Department of Justice (DoJ), Department of Transportation (DoT), etc.) as well as other DoD agencies as needed.

The contractor shall perform technical analysis and provide support for promulgation (via the Non-Secure Internet Protocol Router Network (NIPRNET) and/or Secret Internet Protocol Router Network (SIPRNET)) of travel and diplomatic clearance requirements contained in the DoD FCG and the Special Weapons Overflight Guide (SWOG). The contractor shall maintain and update the FCG website currently hosted at Defense Technical Information Center (DTIC) and the electronic version of the SWOG on the SIPRNET.

The contractor shall provide subject matter expertise support to assist AF/A10-S and the responsible IT support personnel with maintaining and upgrading the APACS. APACS is the web-based tool located at DTIC (Fort Belvoir), which aids DoD aircraft mission planners and operators, and DoD travelers on official business overseas, in obtaining aircraft diplomatic and personnel travel clearances outlined in the DoD FCG. APACS provides requesting, approving, and monitoring agencies with access to a common, centralized, and secure Oracle database containing all the information required to request or approve aircraft and personnel clearances

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

online. APACS is available on both the NIPRNET and SIPRNET and supports approximately 350,000 users combined.

The contractor shall also assist users by providing on-site policy and administration support to APACS to include identifying, resolving, tracking problems, and responding to policy questions. The contractor shall provide responses to questions regarding the completion of an APACS personnel or aircraft clearance request, DoD FCG requirements, policy, personnel clearance requirements (country, theater, and special area), interpretation of the DoD FCG and its relation to APACS, status of current requests, and policy-related questions. The APACS system is connected to the DoD FCG clearance requirements identified above. The contractor shall provide policy and administration support on a daily basis during normal operating hours as identified in **Section F.3**. Historically, the policy and admin support section receives approximately 30 to 40 telephone calls and 25 to 35 emails per business day.

The SIPRNET APACS accounts are maintained at the Pentagon and the on-site support contractor shall respond to any related phone calls, emails, and questions.

C.5.3.5 SUBTASK 5 – PROVIDE ANCILLARY IT SUPPORT

AF/A10-S requires IT systems support to include the planning, system administration, system maintenance, and system development.

In support of APACS the contractor shall assist users by providing helpdesk support for APACS to include identifying, resolving, tracking problems, and responding to questions concerning accounts and/or requests regarding APACS. The contractor shall provide IT responses to topics including questions on account status, locked out account holders, new accounts, and status of current requests. The contractor shall provide support to the following helpdesk activities:

- a. Establish, update, and track phone calls, emails, and all helpdesk inquiries to document trouble calls and requests. Document individual trouble calls, requests, and resolution (**Section F, Deliverable 33**).
- b. Provide information, updates, and notifications on the status of systems (downtime and resolution) to the end-users.
- c. Contact manufacturers for software under warranty to streamline problem resolution.
- d. Analyze trouble call tickets to determine trends and preventive measures.
- e. Identify and troubleshoot system problems due to design and implementation constraints.
- f. Identify and implement workarounds to resolve system problems.

The contractor shall perform and ensure all necessary updates (bug fixes and upgrades) are made to the system. The contractor shall provide a Simple Object Access Protocol (SOAP) to enable APACS to communicate with other software programs. FCPO requires APACS support to include the planning, administration, operation, system maintenance, security, development, and enhancement of the current servers and software. The contractor shall provide this support from its contractor facility.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

The contractor shall track all requests for new capabilities, updates, and resolve issues required to change or upgrade software. The contractor shall identify and compile the requests and provide a consolidated list to the Configuration Control Board (CCB) for review and approval. The CCB meets every two to three months and controls changes to the software/hardware configuration; records and reports change processing and implementation status; and provides a forum for the Government to make decisions that will increase the operational efficiency and usefulness of APACS. The CCB is chaired by the Government and focuses on enforcing current operational policies and developing operational guidelines concentrating on controlling APACS baseline (hardware and software deployed on the system), and evaluating and approving proposed changes. Based on the results of the CCB, the contractor shall implement the decisions made by the CCB on a three-month cycle.

The contractor in conjunction with the hosting agency DTIC, shall maintain the System Security Accreditation Agreement (SSAA) packages (including all appendices) and supporting coordination documents for the APACS systems environment. The contractor shall update the SSAA in response to any CCB approved hardware/software changes; AFCERT, TCNO, or SI approved changes; or, as required to maintain Designated Approval Authority (DAA) approval.

The contractor shall assist in managing configuration change control, status accounting, and audits. The contractor shall regulate the change process so that only approved and validated changes are incorporated into product documents and related software. The contractor shall track and report all configuration management problems and support software QA process audits. The contractor shall submit recommended changes to the Government AF/A10-S TPOC for approval.

AF/A10-S requires daily system operational administration services and support to ensure the availability of system resources (e.g., workstations, printers, scanners, Video Teleconferencing (VTC), fax machines, phones/secure telephone equipment (STEs), and peripherals). **Section J, Attachment F** provides a description of AF/A10-S IT environment. The contractor shall provide first level support of all 844th Communications Squadron standard desktop configured equipment by isolating problems, notifying the appropriate organization of the problem, tracking, and following-up through problem resolution. The contractor shall identify, resolve, and track problems and respond to questions concerning accounts and/or requests. Historically, approximately 75 queries are submitted to the helpdesk on a monthly basis. The contractor shall provide support to the following helpdesk activities:

- a. Provide initial first level helpdesk support to immediately resolve AF/A10-S IT issues.
- b. Establish, update, and track helpdesk inquiries to document trouble calls and requests. Individual trouble calls, requests, and resolution shall all be documented. The contractor shall maintain a trouble ticket log (**Section F, Deliverable 34**) that includes monitoring ticket status from start to completion and helps to ensure tickets are resolved in a timely fashion.
- c. Provide information, updates, and notifications on the status of systems (downtime and resolution) to the end-users.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- d. Analyze trouble call tickets to determine trends and preventive measures.
- e. Conduct metrics reporting for trouble tickets and report via the MSR (**Section F, Deliverable 3**).

Additionally, the contractor shall provide operational system administration support services. This includes, but is not limited to, the following support:

- a. Install, configure, and/or coordinate installation of new and updated equipment and software applications, as required, to maintain maximum operational status.
- b. Integrate and provide support and training such as standard desktop configuration (SDC), CACs, CAC readers, enterprise applications pushes, and any compliance issues. The contractor shall also manage and initiate facility requests, including task initiation, planning, execution, monitoring, and closeout (i.e., systems furniture, power, and alarms).
- c. Maintain an up-to-date listing of user accounts, email accounts, customer owned software licenses, systems file directories, and VTC accreditation documentation (**Section F, Deliverable 35**).
- d. Administer and monitor password changes IAW AF security regulations.
- e. Work with outside agencies to troubleshoot server problems (hardware, operating system, and application/services related problems).
- f. Conduct computer-related in-processing of all new AF/A10-S personnel.
- g. Coordinate work requests with other Government organizations for communication modifications in support of AF/A10-S organizational changes.

The contractor shall act as the intermediary between the end-user workstation and 844th Communications Squadron providing expert system administration, training for IT devices, technical support, security, administrative control, and application services for all operational systems to assist them in effectively using AF/A10-S applications and equipment.

The contractor shall ensure all systems and equipment are operated and maintained IAW DoD, Defense Information Systems Agency (DISA), AF, and AF/A10-S security guidelines, directives and updates. The contractor shall ensure all security policies are within the limits of existing architecture and software capabilities. Additionally, the contractor shall have an extensive knowledge of all applicable AF, DoD, and AF/A10-S communication, information operations, and security publications; and instructions, policies, and manuals in order to implement accordingly. Specific regulations include, but are not limited to, those concerning Network Management, Transmission of Information via the Internet, Computer Security and IA, and DIACAP.

The contractor shall electronically scan documents identified by AF/A10-S on a continual basis and return scanned documents/images on specified storage media. Historically, 100 to 150 documents are scanned per week. The contractor shall receive, prepare, and scan materials; perform image quality review; conduct text conversion; perform quality review of text conversion; and create digital images on specified storage media.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

Additionally, the contractor shall provide overall support to AF/A10-S telephone, telecommunications systems, and AV communications. The contractor shall operate, maintain, and troubleshoot VTC hardware and software. The contractor shall ensure the VTC is available for use to include planning, scheduling, and conducting. Also, the contractor shall also ensure the VTC is properly registered as defined by applicable AFIs and DoD Directives. Finally, the contractor shall schedule, coordinate, set-up, and facilitate VTC on behalf of AF/A10-S personnel. Day-to-day technical administration and management of the AF/A10-S phone system shall be performed as well. The contractor shall provide end-user training for telephone devices; and, shall configure voice-mail and all other phone equipment operations and features. Additionally, the contractor shall maintain and monitor a telephone number database.

AF/A10-S websites, both SIPRNET and NIPRNET, supporting the goals and objectives shall be developed, updated, and maintained by the contractor. The websites shall be kept current and the contractor shall ensure they function properly. The contractor shall provide administrative and technical management for all facets of the AF/A10-S managed websites.

As requested by the Government, the contractor shall conduct reviews of the AF/A10-S websites to ensure content is updated and to ensure compliance with established data integrity, AF, and DoD standards. The contractor is also responsible for designing, creating, and updating webpage content and templates; the contractor shall ensure this work is completed IAW Government requirements and standards. In the MSR (**Section F, Deliverable 3**), the contractor shall provide a summary of the website enhancements and updated completed and a summary of any problems encountered. All websites shall include descriptions of all AF/A10-S branches and any relevant event information. Additionally, the contractor shall manage conference registration websites, as required, in support of AF/A10-S events such as the Ops-to-Ops Workshop, etc.

The contractor shall analyze, develop, implement, maintain, document, and modify web-based applications. Continual evaluations of the website software shall be performed in order to ensure the continued effectiveness and efficiency of the applications. In order to meet the established operational and system requirements, the contractor shall encode, debug, and test the web software applications. Finally, the contractor shall ensure that the websites are compatible with external parties/systems, and site errors that are outside of the contractor's direct responsibility shall be fixed as quickly as possible.

The contractor shall develop web-based training to meet arms control treaty compliance requirements. The contractor shall be responsible for developing, updating, and posting web-based applications from training materials. The training includes, but is not limited to, topics such as AF Treaty Compliance for Base Inspections, understanding the Arms Control Process, Weapons Conventions, roles of the Wing TCO, AF Implementation, etc. Each training module or course shall include an explanation of how the topic impacts the AF.

The contractor shall also provide daily task management support. This support includes receiving and assigning daily reminders to Action Officers (AOs) and following-up with and ensuring closure of all office taskings. The contractor shall also provide the ability to search for archived

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

taskings, integrate enterprise applications into current workflow process(es), and provide support and training on task management.

Additionally, the contractor shall assist AF/A10-S by performing the following additional duties:

- a. Automated Data Processing Equipment (ADPE) Custodian Support:
 1. Perform equipment custodian duties for ADPE to include maintaining and updating account paperwork for assigned equipment and managing all additions, deletions, transfers, turn-ins, and Reports of Survey (ROS).
 2. Coordinate all requests for new equipment.
 3. Support the maintenance and repair of all AF/A10-S equipment to include computers, printers, scanners, laptops, AV equipment, and other IT systems.
 4. Ensure all accountable equipment is labeled using appropriate stickers (asset tag, classification, etc.). All equipment shall be disposed of IAW AF guidance.
 5. Document and submit a ROS to the appropriate AF Logistics Office if any accountable items are lost or damaged. The contractor shall develop, update, and maintain an ADPE program for tracking and managing AF/A10-S owned IT assets (**Section F, Deliverable 36**).
- b. Emission Security (EMSEC) Custodian Support:
 1. The contractor shall assist AF/A10-S in ensuring classified information is prevented from being compromised. The contractor shall assist AF/A10-S in ensuring that AF/A10-S complies with AF procedures and AFIs for EMSEC. The contractor shall institute and maintain preventative measures to ensure classified materials are securely separated from unclassified materials.
- c. Telecommunications Monitoring and Assessment Program (TMAP) Custodian Support:
 1. AFI 33-219 prescribes the responsibilities, procedures, and guidance on implementation of TMAP. The contractor shall provide inputs to AF/A10-S Government personnel to ensure AF/A10-S is in compliance with AFI requirements and shall support any TMAP inspections that arise. The contractor shall institute and maintain preventative measures to ensure the office telecommunications equipment is used IAW governing AF directives.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

d. Cyber Security Liaison (CSL) Support:

1. Develop, implement, oversee, and maintain an organization cybersecurity program that identified cybersecurity requirements, personnel, processes, and procedures.
2. Implement and enforce AF cybersecurity policies and procedures using the guidance within AFIs and applicable specialized cybersecurity publications.
3. Assist the HQ AF cybersecurity office in accomplishing its duties and responsibilities.
4. Maintain all information security authorizes use access control documentation.
5. Ensure all users have the requisite security clearances, supervisory need-to-know authorization, and all users are aware of their cybersecurity responsibilities before access is granted.
6. Ensure IT is acquired, documented, operated, used, maintained, and disposed of properly and in accordance with IT security A&A documentation.
7. Coordinate any changes or modifications to hardware (HW), software (SW), or firmware with the HQ AF cybersecurity office and system-level Information Systems Security Manager (ISSM) or Information Systems Security Officer (ISSO).

e. Client Support Technician (CST) Support:

1. Ensure functional communities of interest systems, servers, workstations, peripherals, communications devices, and software are on-line and supported

f. Organizational Messaging Services POC (OMPAC) Trusted Agent (TA) Assignment Support:

1. Serve as the Open Mission Systems (OMS) Sub-Registration Authority (SRA) and work with the CASD Operations Registration Authority Office personnel for all organizational messaging registration requirements and actions

g. Records Management Support

1. Provide the records management oversight necessary to ensure all AF record-keeping requirements, electronic and paper, are IAW AFI 33-322, Records Management Program; AFI 33-364, Records Disposition--Procedures and Responsibilities; AF Electronic Records Solution Guide; Air Force Manual (AFMAN) 37-123 (to be AFMAN 33-364), Management of Records; and, AF Records Information Management System Records Disposition Schedule (AFRIMS RDS).

h. Support Products

1. The contractor shall be responsible for purchasing and maintaining, as appropriate, periodicals, IT products, and incidentals under this TO. These support products shall be purchased by the contractor IAW the procedures in **Section H.12.**

C.5.3.6 SUBTASK 6 – PROVIDE NATIONAL SECURITY STUDIES AND LEGISLATIVE ANALYSIS SUPPORT

The contractor shall provide on- and off-site analysis and administrative, editorial, and planning support to the AF Institute for National Security Studies (INSS) located at the United States Air Force Academy (USAF) in Colorado Springs, CO which is supported by AF/A10-S. INSS conducts research; sponsors research conducted by the military academic community; hosts conferences; and publishes findings on issues of interest to its sponsor organizations (including AF/A10-S). INSS also establishes and maintains networks of interested organizations in the academic fields of arms control, countering WMD, nonproliferation, and related subjects.

The contractor shall support INSS by coordinating meeting space and administrative support for seminars, workshops, and conferences sponsored by INSS. The Institute typically hosts at least three workshops or conferences each year in Colorado Springs, Washington, D.C., or other locations, on subjects such as research topic development, research findings, and current topical issues of interest to the INSS clients (e.g., AF/A10-S, Army Environmental Agency, AF and DoD organizations, etc.). Historically, two events support between 20 and 60 participants and the third supports approximately 80 to 100 participants. The contractor shall also provide research, publishing, administrative, and logistical reachback support based in Washington, D.C. to support INSS activities and events. These activities shall be held at the UNCLASSIFIED or SECRET level and involve participants from the Services, JS, OSD, and other Government, academic, and commercial entities. The contractor shall provide logistical support, as follows, to INSS sponsored conferences, workshops, and seminars.

- a. Prepare, support, and attend.
- b. Schedule and coordinate meetings, group members, and sites.
- c. Draft agendas.
- d. Prepare and distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, handouts, and notes.
- e. Prepare, print, compile, and create handouts, brochures, discs, and other media used for the event.
- f. Secure and set-up AV/IT equipment.
- g. Coordinate and initiate communications requirements and/or requests to set-up video and teleconferences.
- h. Coordinate security requirements.
- i. Arrange and reserve conference facilities.
- j. Arrange and coordinate meetings.
- k. Prepare and distribute meeting minutes.
- l. Monitor and track action items.
- m. Develop attendee rosters.
- n. Provide, draft, develop, and/or distribute all relevant reference briefings and documents.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

The contractor shall conduct analysis and editing of research papers. Additionally, as requested by the INSS Director, the contractor shall perform other functions in line with INSS client needs and the annual list of approved research topics to include papers of interest for INSS clients on national security.

Additionally, the contractor shall provide AF/A10-S with analytical, administrative, and engagement support as required to support other organizations [e.g., research organizations of Air University, Air Force Research Institute (AFRI), Spaatz Center, National Defense University (NDU), think tanks, and academic institutes] accomplishing national security related studies, projects, exercises, etc.

The contractor shall provide AF/A10-S with analyses of legislative actions affecting arms control activities, national security policy (to include space, nuclear, and missile defense), and CWMD. The contractor shall track and analyze the federal regulatory and policy formulation process as it relates to arms control; CWMD; planning and budgeting; and national security policy. The contractor shall provide a weekly legislative report to AF/A10-S on existing perspectives in Congress and a schedule of upcoming events concerning current arms control, CWMD, and national security issues such as guidance and implementation of the CFE, the NST, the OST, and other current and emerging arms control regimes (**Section F, Deliverable 37**).

The contractor shall provide regular coverage of legislative processes to include hearings, committee markup activities, floor consideration, conference committee events, and issues of interest requested by AF/A10-S by researching, tracking, and analyzing legislative trends related to the support of arms control treaties and other national security agreements. Based upon attendance or of the official record, and as required, the contractor shall provide synopses of Congressional hearings of interest to AF/A10-S and synthesize data into timely, value-added reports and/or briefings (**Section F, Deliverable 38**). The contractor shall also track and analyze Congressional authorization and appropriation actions related to and affecting AF arms control and CWMD programs and activities; and, the contractor shall report on the status of these processes during legislative deliberations as required by AF/A10-S (**Section F, Deliverable 39**). Additionally, the contractor shall provide daily summaries of AF/A10-S items of interest (**Section F, Deliverable 40**).

As identified by AF/A10-S, the contractor shall provide analysis, research, and scholarly material on emerging issues concerning arms control, CWMD, nonproliferation, and related national security issues. Research and analysis may be in response to short-term requirements, or may require a long-term effort, up to one year to complete. AF/A10-S will specify products and the contractor may be required to include draft and final reports of the research and analysis, briefings, or informal discussions to AF/A10-S officials (**Section F, Deliverable 41**). Also, to support the research and analysis efforts, the contractor shall support and conduct workshops or seminars (up to three on an annual basis, each lasting approximately one to two days in length)

on emerging issues. Research conducted by the contractor under this subtask may require CONUS/OCONUS travel.

C.5.4 TASK 4 – COUNTERING WEAPONS OF MASS DESTRUCTION (CWMD) SUPPORT

The growing threat posed by WMD, specifically CBRN weapons, is one of the most serious challenges facing the AF today. The AF has taken on this challenge to more fully develop and institutionalize required CWMD capabilities, thus enabling the success of the aerospace mission in the 21st century battlespace.

The contractor shall support and provide AF-unique CWMD operational and hazard expertise in order to assist the AF with informing and developing AF-wide Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) CWMD solutions and capabilities. Support to this task area includes, but is not limited to, the following activities:

- a. Assisting with the codification of CWMD into AF operational strategy, plans, policy, doctrine, guidance, and procedures.
- b. Supporting the integration and synchronization of AF efforts across the full counter WMD spectrum.
- c. Supporting and executing the CSAF CWMD Flight Plan & Roadmaps.
- d. Assisting with the development of CWMD policy and guidance for the MAJCOM HQs that can be readily supplemented and implemented across the MAJCOM HQs respective staffs and field units.
- e. Assisting with the development, implementation, and sustainment of the CBRN CONOPS.
- f. Supporting the development, refinement, resourcing, and institutionalization of CWMD guidance, competencies, and tactics, techniques, and procedures (TTPs) into AF education, training, exercises, and assessments. **Section J, Attachment J** provides an outline of the anticipated education and training requirements by subtask.
- g. Leveraging S&T and research, development, test and evaluation (RDT&E) to refine hazards, reduce risk, and demonstrate capabilities
- h. Supporting the incorporation of CWMD operational concepts into AF standards, programs, and budgets.
- i. Assisting with the management of AF CWMD operations globally.
- j. Applying contractor expertise to assist with the review, assessment, and oversight of new and modified AF equipment and systems via the Joint Capabilities Integrated Development System (JCIDS) process, as well as recurring data collection actions for mission critical facilities and systems.

The contractor shall support the AF/A10-S mission by assisting with establishing AF operational policy, strategy, CONOPS, guidance, and doctrine for CWMD and CBRND programs. The contractor shall provide support to this task on-site at AF/A10-S, on-site at specified MAJCOM/Agency locations, and off-site from the contractor's location.

C.5.4.1 SUBTASK 1 – PROVIDE CWMD OPERATIONAL SUPPORT

AF/A10-S requires on-site policy and technical support in order to provide the CWMD branch with the necessary support to accomplish its missions. The contractor shall provide support to analyze, interpret, and integrate the National Security Strategy, Presidential Directives, Military Strategic Planning Guidance (SPG), National Planning Guidance (NPG), Unified Command Plan (UCP), Defense Strategy, and Joint Strategic Capabilities Plan (JSCP) into effective AF policies, procedures, and guidance relating to CWMD operations. In support of the development of AF strategy and policy, the contractor shall make recommendations for AF consideration and the contractor shall also provide expert advice and guidance.

The contractor shall provide ongoing support for day-to-day AF/A10-S requirements, taskings, and special projects. The contractor shall review, research, draft, respond, comment, evaluate, coordinate, and route, in the proper AF format, items such as: SSSs; information, background, point, and white papers; staffing packages; and other actions related to CWMD and CBRND related issues and inquiries (**Section F, Deliverable 42**). The contractor shall complete staff packages whether internally generated or received from external organizations. Additionally, the contractor shall support special projects such as advocacy for the CWMD PEs, bio-safety and bio-security, and the implementation of the Smallpox and Anthrax vaccination programs by supporting management of the special projects; and serving as the AF POC, preparing briefings, and/or drafting papers in support of AF/A10-S.

The contractor shall provide on-going CWMD and CBRND support in order to conduct analyses, research current and relevant issues, and assist AF/A10-S in developing strategies and courses of action that meet AF goals and objectives. The contractor shall research, respond, and support actions resulting mainly from OSD, JS, and AF taskings. On a daily basis, AF/A10-S receives various taskers/taskings for RFIs, plans, roadmaps, AF policies, procedures, and input. The contractor shall be responsible for:

- a. Drafting responses to inquiries.
- b. Conducting research and reviewing documents.
- c. Providing policy and guidance.
- d. Consulting other SMEs as required by MAJCOMs/other agencies
- e. Providing information, drafting point papers, briefings, and other staff instruments (such as SSSs, Joint Action Brief Sheets, etc.).
- f. Developing AF positions in response to any issues/problems that arise.
- g. Compiling comments.
- h. Coordinating emerging issues and areas of interest with the required agencies and then obtaining approval(s).

At times, the contractor shall be required to rapidly respond and provide analysis and research support, through a coordinated and approved response, to short notice (less than 24 hour) taskings.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

The contractor shall identify, analyze, and research emerging issues in all mission areas relating to proliferation prevention, active defense, passive defense, counterforce, and consequence management. The contractor shall provide assistance and consultation in devising innovative managerial and organizational solutions to mission challenges. Support shall specifically include the WMD Interdiction mission to stop the transportation of WMD related materials between state and non-state actors of proliferation concerns as it pertains to air interdiction. AF/A10-S leads the development of AF capabilities and directives and the contractor shall provide research and analysis to support that development as directed by the USG.

The contractor shall review, analyze, and coordinate DoD, JS, CCMD, AF, MAJCOM, and other agencies/Service CWMD documents and programs, and assist in preparing division, directorate, and/or the DCS responses to these documents. The contractor shall review and comment on planning, programming, guidance, and strategy documents; TTPs; CONOPs and operational plans; publications; security and policy documents, and reviews; advanced concept technology demonstration plans; policy proclamations; and doctrine. Responses may be in the form of formal letters and memorandums, emails, SSSs for coordination, and/or comment matrixes.

The contractor shall review, analyze, and provide support to AF/A10-S in activities involving the Quadrennial Defense Review (QDR); the Joint Chemical, Biological Defense Program (CBDP); the Joint Requirements Office (JRO); the Joint Program Executive Office (JPEO); and the joint Science and Technology Office (JSTO). The contractor shall review and analyze the associated tasks to determine required AF/A10-S action; coordinate and circulate the documents to the appropriate offices for review; compile comments; resolve any related conflicts/inconsistencies; prepare and deliver briefings; and/or conduct hazard modeling and simulation (M&S) analysis.

The contractor shall provide AF/A10-S with recommendations and requirements expertise in AF, Joint, and DoD corporate forums. The contractor shall interface with the JCIDS and help coordinate an AF approved response to AF CWMD and CBRND interests in JCIDS activities, meetings, and conferences. The contractor shall attend associated meetings; provide subject matter expertise support on AF/A10-S areas of interest; draft, prepare, and present briefings; and conduct hazard duration operational analysis.

In support of the DoD CBRN Survivability Program and IAW DoD Instruction 3150.09, the contractor shall conduct research, analyses, and provide program management support. The DoD CBRN Survivability Program requires that all CBRN mission critical systems be CBRN survivable. DoD Instruction 3150.09 establishes processes for ensuring the survivability of CBRN mission-critical systems in a chemical, biological, and radiological (CBR) or a nuclear environment. This process involves compiling and submitting an annual report to DoD via the Select and Native Programming (SNAP) Data Input System systems.

The contractor shall expertly operate the IRSS to coordinate JCIDS documents and the Knowledge Management and Decision Support (KM/DS) System, an external JCS decision management system, to coordinate JCIDS documents for AF/A10-S. The contractor shall process

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

approximately 100 IRSS-tasks and KM/DS-tasks document reviews annually. The contractor shall review documents, route and coordinate with other related offices, compile comments, resolve any discrepancies, and coordinate an AF approved response.

The contractor shall review approximately 20 documents per month to include JCIDS documents in both KM/DS and IRSS. As a part of this review, the contractor shall ensure the documents contain the appropriate CBRN survivability declarations. If the appropriate declarations are missing, the contractor shall notify the Government sponsor, consult with the document's author, and provide recommended action(s) to correct the oversight.

The contractor shall assist AF/A10-S by providing subject matter expertise support on AF/A10-S interests by attending corporate forums, such as mission area task forces, analytical subgroups, standing or ad hoc panels, committees, and WGs. This includes supporting the Modernization WG on a monthly basis, and both the CWMD WG and the Strategy Plans and Policy and Doctrine WG on a bi-weekly basis. The contractor may be required to interact with other DoD, JS, and MAJCOM offices, and participate in discussions relevant to the DoDS-CWMD Lines of Effort in support of these forums. Forums may include the NDU, CWMD Conference, Center for Unconventional Weapons Studies (CUWS), WMD Conference, USSTRATCOM/HQ U.S. Special Operations Command (USSOCOM) Synchronization Conferences, and numerous S&T conferences. AF/A10-S requires contractor support to provide technical information, analysis, and recommendations while attending these policy and planning meetings, workshops, and conferences.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

Additionally, the contractor shall provide logistical support to recurring CWMD and CBRND related AF/A10-S sponsored meetings, forums, WGs, planning sessions, IPTs, conferences, workshops, training courses, seminars, and boards. The contractor shall support the following functions as required by each specific event:

- a. Prepare, support, and attend.
- b. Facilitate and host.
- c. Schedule and coordinate meetings, group members, and sites.
- d. Draft, coordinate, and finalize agendas.
- e. Prepare and distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, handouts, and notes.
- f. Draft talking points and presentations for senior AF officials.
- g. Secure and set-up AV/IT equipment.
- h. Coordinate and initiate communications requirements and/or requests to set-up video and teleconferences.
- i. Coordinate security requirements.
- j. Arrange and reserve conference facilities.
- k. Arrange and coordinate meetings.
- l. Prepare graphic support materials (slides, movie clips, etc.) for use in presentations.
- m. Prepare and distribute meeting minutes.
- n. Monitor and track action items.
- o. Develop attendee rosters.
- p. Provide, draft, develop, and/or distribute all relevant reference briefings and documents.
- q. Draft, prepare, and publish minutes, follow-up documentation, and coordination.

Events may include, but are not limited to the AF CWMD Council and Policy Working Group (PWG), MAJCOM teleconferences, and the Education, Training, and Exercise Working Group (ETE WG).

For specific events identified by AF/A10-S, the contractor shall conduct a post event assessment to evaluate the success of the event and determine how future events could be improved. The assessment shall include providing lessons learned, evaluation reporting, recommendations, and AARs (**Section F, Deliverable 27**). The AARs shall include an overall assessment of the event, overall cost breakdown of the event, any cost implications and recommendations, final attendee list, feedback and survey results, assessment of the logistics, analysis of the quality of speakers, infrastructure, and the information presented and content. The contractor shall recommend future changes to the AF based on its assessments.

C.5.4.2 SUBTASK 2 – PROVIDE CWMD STRATEGY, POLICY, DOCTRINE, AND CONOPS SUPPORT

The contractor shall provide DOTMLPF analytical support for improving CBRND capabilities. The contractor shall support A10-S's development and update of the CWMD Flight Plan and

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

associated CBRN Roadmaps. The CWMD Flight Plan is approved by the CSAF for execution and coordinates the USAF's efforts over a five year period to establish, maintain, improve, and evaluate its readiness to accomplish the full suite of CWMD missions and to operate in a CBRN environment. The CWMD Flight Plan was revised in calendar year 2015 for implementation over the 2016-2020 timeframe. AF/A10-S is the OPR for authoring, coordinating, and staffing the Plan. The contractor shall support the AF/A10-S in the development and publication of the CWMD Flight Plan (**Section J, Attachment K**) over the TO PoP (**Section F, Deliverable 43**). Once the Plan is approved and signed by the CSAF, the document is not expected to be rewritten until 2020-2021.

The Roadmaps associated with the CWMD Flight Plan guide the implementation of the CWMD Flight Plan and describe the tasks required to be accomplished to fully implement the Flight Plan. The Roadmaps are "living" documents and are expected to be completely revalidated, rewritten, and coordinated every 24 months. AF/A10-S is the OPR for many tasks listed on the Roadmaps. The contractor shall assist AF/A10-S in maintaining the currency and reissuance of the Roadmaps, and assist AF/A10-S with overseeing the implementation of the Roadmaps and the completion of AF/A10-S' designated Roadmaps tasks.

Additionally, the contractor shall assist with developing, maintaining, updating, and implementing each element of the CBRND CONOPS. The CBRND CONOPS includes Counter-Biological Warfare (C-BW), Counter-Radiological Warfare (C-RW), and Counter-Chemical Warfare (C-CW) concept of operation. The contractor shall conduct research and analysis to ensure that the CONOPS are current, relative, effective, and applicable to new and emerging threats, missions, and locations.

The contractor shall conduct studies and analyses, as required by AF/A10-S, to improve understanding of CWMD and CBRND readiness gaps or allied/Joint best practices (**Section F, Deliverable 44**). These studies and analyses shall be conducted IAW CWMD and CBRND readiness gaps identified in the Joint capabilities documents and highlighted best practices of allies, sister-services, other Government agencies, and/or within the civil/academic environment. The contractor shall provide a monthly feedback briefing, to include a written status report identifying and describing on-going studies, analyses, and upcoming/projected studies and analyses, to AF/A10-S for review, feedback, and guidance (**Section F, Deliverable 45**). Utilizing the Government's feedback, the contractor shall incorporate any necessary changes or input in order to provide AF/A10-S with a completed product. Once approved and accepted by AF/A10-S, the contractor shall maintain the products in a document library for future reference.

The contractor shall support the AF's CWMD Education, Training, and Exercise (ETE) initiative, including task competency development, gap identification/analysis, implementation planning, education training and exercise requirements, career field management analyses, and lessons learned. The ETE initiative is an AF/10 directed effort to institutionalize CWMD operations into the AF's warfighter daily routine. The contractor shall develop, review, and

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

improve CWMD readiness and inspection criteria. The contractor shall monitor the execution of the AF CWMD Council-directed courses of action in all AF/A10-S CWMD responsibilities.

The contractor shall support AF/A10-S's product efforts and cross-functional leadership role, including the CWMD Council, Policy WG, Joint WG, ETE WG, and other associated forums for CWMD cross-functional capability improvements. The contractor shall provide logistical support to include, but not limited to, scheduling meeting locations/dates, notifying attendees, collecting and interpreting the presentation materials, producing handouts, taking notes, producing meeting minutes (**see Section F, Deliverable 12**), and tracking assigned action items until completion. The contractor shall interface with the AF and Joint arenas to support improvements to the AF's CWMD program through requirements document development, and overseeing initiatives through appropriate requirements and acquisition processes. The contractor shall also support CWMD outreach efforts to include briefing, staffing, and research support to WGs, conferences, and other forums as identified by AF/A10-S to support AF CWMD education and training goals.

C.5.4.3 SUBTASK 3 – PROVIDE CBRN TECHNICAL ANALYSIS SUPPORT

For questions that arise in the CWMD and CBRND technical domains, the contractor shall provide technical analysis which addresses issues from the point of view of "what does this mean to the USAF." The contractor shall provide technical research and operational evaluations to assess, interpret, shape, and help advise the Air Staff and other AF organizations regarding what tests results mean to the operator. This understanding, along with good testing and analysis, underpin the AF's strategy, policy, doctrine, and TTPs, and assists the AF in determining which equipment would best address the WMD threats.

The general categories of analysis and quantitative assessment that the contractor shall perform include: Threat and Vulnerability Assessments; Basic Challenge Sources; Attack Characterization; Atmospheric Transport Dispersion Modeling; Chemical-Biological Defense (CBD) Equipment Operations; AF Operations; Risk Assessment/Management; Hazard Modeling and Analysis; Detector Capability Analysis; Decontamination Requirements Analysis; Technical Design; and the Conduct of Laboratory and Field Testing, that support the development, implementation, and sustainment of the CWMD CONOPS and other efforts. The contractor shall perform technical analyses which include, but are not limited to, the following:

- a. Characterize and operationally assess the full range of threat agents, delivery means, release mechanisms, and release environments for CBRN weapons.
- b. Assess operational impacts of CBRN weapons on the full range of common airbase environments (e.g. surfaces, equipment, and structures).
- c. Update and refine the information [for example, the de-Mission Oriented Protective Posture (MOPP) times] in the hazard duration risk management tools (compilation of the databases and software) and models based on advances in scientific testing, and manage hazard duration risk management tools.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- d. Monitor advances in the scientific community's understanding of the CBRN hazard environment and make recommendations for updating the AF's hazard duration risk management tools. For example, the C-CW hazard duration tables currently used in the C-CW CONOPS.
- e. Complete technical and analytical refinements and make changes to AFIs, AFMANs, Air Force Pamphlets (AFPAMs), TTPs, training materials and other operational and policy guidance. The purpose is to enrich the scientific community's understanding of the CBRND hazard environment.
- f. Conduct technical reviews of Joint Operational Requirements Documents to ensure CBRND development and acquisition programs are consistent with AF key performance parameters (KPPs). KPPs are mandatory requirements that new equipment must meet before the AF will purchase them.
- g. Develop, maintain, and operate current and future sortie generation M&S products including, but are not limited to, the following: VLSTRACK, HPAC, JEM, Excel, Access, RadPro Calculator, Convert, DPointe, Surfer, JEM, STAFFS, NBC-CREST, HOTSPOT, ALOHA, Barad-Hildst, PEGEM, DEGADIS, STEP, SERPENT, InFluSim, ADPIC, SCIPUFF, DREAM. New models may be introduced over the course of the TO, and as they are introduced, the contractor shall extend its support to these models accordingly.
- h. Support CWMD and CBRND operational testing and experimentation. The contractor shall provide SME to AF related tests, experiments, and demonstrations. These events may be a part of AF efforts, or may be associated with joint or inter-agency programs (e.g. Joint Combat Developer for Experimentation, Missile Defense Agency (MDA), Air Force Research Lab, etc.). These organizations conduct analysis, tests, and studies and provide the raw test results to the AF. The contractor shall assist AF/A10-S in reviewing the test results and determine if they represent valid data. If the data is valid, then the contractor shall assist with incorporating the results into the applicable AF guidance (e.g., evacuation criteria, exposure limits, standoff distances, de-MOPP timelines, and decontamination standards). The contractor shall evaluate and interpret equipment test results, evaluate decontamination results, convert test results into operational standoff distances, and make determinations regarding when it is safe to remove protective equipment.

C.5.4.4 SUBTASK 4 – CWMD EDUCATION AND RESEARCH SUPPORT

The contractor shall assist AF/A10-S in institutionalizing a cross-functional, accession-to-separation approach in order to achieve a full-spectrum CWMD operational capability, and to also improve CWMD interoperability with other Services and agencies. The contractor shall assist AF/A10-S in accomplishing this objective by supporting the incorporation of required CWMD competencies (as defined by AFMAN 10-2605) into formal education and training venues throughout the AF. As a part of this support, the contractor shall coordinate with, staff proposals, and maintain liaisons with the USAF CUWS, Air University, the Air Force Institute of Technology (AFIT), and USAF INSS.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

In support of the ETE WG, the contractor shall plan and execute AF sponsored education and research conferences and meetings. The education and research events will be held at the UNCLASSIFIED or SECRET level and involve participants from the Services, JS, OSD, and other government, academic, and commercial entities. Annually, the contractor shall support an estimated five events with attendees ranging from 10 to 100 participants. The contractor shall provide support to the following functions as required by each specific event:

- a. Prepare, support, and attend.
- b. Facilitate and host.
- c. Schedule and coordinate meetings, group members, and sites.
- d. Draft, coordinate, and finalize agendas.
- e. Prepare and distribute read-ahead material, back-up materials, historical records, presentations, briefing slides, handouts, and notes.
- f. Draft talking points and presentations for senior AF officials.
- g. Secure and set-up AV/IT equipment.
- h. Coordinate and initiate communications requirements and/or requests to set-up video and teleconferences.
- i. Coordinate security requirements.
- j. Arrange and reserve conference facilities.
- k. Arrange and coordinate meetings.
- l. Prepare graphic support materials (slides, movie clips, etc.) for use in presentations.
- m. Prepare and distribute meeting minutes.
- n. Monitor and track action items.
- o. Develop attendee rosters.
- p. Provide, draft, develop, and/or distribute all relevant reference briefings and documents.
- q. Draft, prepare, and publish minutes, follow-up documentation, and coordination.
- r. Develop and update training materials and provide training management assistance.

The contractor shall develop training materials to accomplish the necessary tasks, which may include developing briefing slides, handouts, brochures, and/or discs. The contractor shall also provide training management assistance to include everything from taking notes for training adjustments to actual instruction from the head of the class. Training materials and training management assistance shall support both internal programs hosted by AF/A10-S as well as external mission training programs where AF/A10-S is invited to provide expertise in a related subject matter area.

In support of AF/A10-S, the contractor shall also attend and participate at Air University, NDU, and other educational institutions' discussions, meetings, conferences, demonstrations, workshops, seminars, and other related forums amongst the community stakeholders. The contractor shall ensure the AF/A10-S's requirements are voiced and research, review, recommend, and analyze topics for discussions. The contractor shall also analyze the requirements and concepts exchanged in order to identify and provide recommendations on information that impacts AF/A10-S strategies and planning. Additionally, the contractor shall

Modification PO35

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

provide the Government with information, point, white, and decision papers that discuss the results, findings, progress, problems, recommendations, and impact(s) of meeting decision outcomes. These papers shall provide input to the AF/A10-S POCs regarding courses of action that the AF could take to either implement and/or mitigate changes resulting from these meeting decision outcomes (**Section F, Deliverable 46**).

C.5.4.5 SUBTASK 5 – PROVIDE CWMD SUPPORT TO MAJCOMS AND OTHER AGENCIES

The contractor shall provide full-time or part-time (in conjunction with arms control), on-site CWMD and CBRND support at selected MAJCOMs, NAFs, and other related agencies as identified by AF/A10-S at CONUS and OCONUS locations.

The contractor shall support each identified MAJCOM and provide subject matter expertise support on AF/A10-S, CWMD, and CBRND plans and policy. The contractor shall potentially provide support at the following locations:

- a. HQ Air Mobility Command (AMC) at Scott AFB, Illinois
- b. HQ ACC at Langley AFB, VA
- c. HQ Air Education and Training Command (AETC) at Randolph AFB, Texas
- d. HQ AFMC at WPAFB, OH
- e. HQ AFSPC at Peterson AFB, CO
- f. HQ AFSOC at Hurlburt Field AFB, in Florida
- g. HQ AFGSC at Barksdale AFB in LA
- h. HQ USAFE at Ramstein AFB, Germany
- i. HQ PACAF, Joint Base Pearl Harbor – Hickam, HI
- j. HQ USAF CENTCOM/ 9AF CENTAF at Shaw AFB, SC
- k. Air Force District of Washington (AFDW) at Joint Base Andrews, Maryland

The contractor shall assist each MAJCOM in improving and institutionalizing CWMD and CBRND operational capabilities. The contractor shall assist the MAJCOMs/agencies identified above with implementing the AF CWMD Flight Plan and associated Roadmaps and provide CWMD and CBRND operational support. Additionally, the contractor shall provide the following support.

- a. Assist AF/A10-S in integrating and ensuring CWMD and CBRND efforts in MAJCOM/agency AOR Operation Plans (OPLANS) and CONOPS. The contractor shall identify, evaluate, and coordinate AF requirements and positions through the MAJCOM and work with the respective MAJCOM to voice and incorporate AF/A10-S's requirements.
- b. Assist the MAJCOMs/agencies in accomplishing and implementing tasks derived from the CWMD Flight Plan and Roadmaps. The contractor shall research, draft, and prepare doctrine style documents for AF review and implementation.
- c. Coordinate amongst staff offices within the MAJCOMs/agencies on CBRND concepts and CONOPS to ensure integration of CWMD and CBRND efforts across the

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

organization and within supported and subordinate units. The contractor shall ensure the integration of the CONOPs and assist with the Flight Plan and Roadmap tasks. The contractor shall coordinate with MAJCOM offices, obtain the MAJCOM offices' position to the implementation plan, monitor the plan, and coordinate with AF/A10-S.

- d. Identify and disseminate MAJCOM/agency CWMD and CBRND related capabilities, shortfalls, and solutions across each CWMD LOE to AF/A10-S and within the MAJCOM/agency. The contractor shall provide the Government with information via papers, emails, briefings, and other AF Staff instruments (e.g., SSSs, Joint Action Briefs, etc.) discussing the results, findings, recommendations, and impacts; provide input to the AF/A10-S on items of interest to the AF; and provide courses of action to assist AF/A10-S (**Section F, Deliverable 47**).
- e. Support the development/institutionalization of CWMD doctrine, policy, education, and training, as well as TTPs, at the MAJCOM/agency. The contractor shall attend meetings, exercises, war games, conferences, and WGs to further emphasize and support AF/A10-S's CWMD requirements.
- f. Support, as required, at each identified MAJCOM/agency, CWMD, and CBRND related activities and initiatives, to include education and training, exercises/war-games, and inspections. The contractor shall present AF/A10-S's requirements and interests during the CWMD and CBRND activities and events. Historically, the contractor shall be required to participate in a related event once a month. The contractor shall ensure that MAJCOM/agency inspection and reporting criteria integrates CWMD and CBRND policy, doctrine, and guidance. The contractor shall continually recommend updates to MAJCOM/agency inspection and reporting criteria to the contractor's respective MAJCOM/agency.
- g. Support other AF/A10 identified CWMD efforts as they arise. Occasionally, last minute taskings are assigned to AF/A10-S from AF/A10. The contractor shall assist AF/A10-S in providing rapid responses required to address immediate attention issues. When these issues arise, the contractor shall research, draft, and forward a position paper concerning immediate taskings to the AF/A10-S Government representative for incorporation with the official response.

Specifically, for HQ USAFE only, the contractor shall provide expert CWMD support on-site at HQ USAFE, Ramstein AB, Germany. Contractor support shall include research and analysis of policy and technical issues associated with countering threats from chemical and biological weapons; preventing proliferation; and acting as a liaison between HQ USAFE and other AF and DoD-wide operational planning and policy making forums. Contractor personnel supporting HQ USAFE shall have experience providing expert support to HQ USAF in executing its CWMD responsibilities. The contractor shall review AF MAJCOM and unit compliance plans; update HQ USAFE-wide training materials; and assist units with implementing CONOPs and preparing to counter WMD threats. The contractor shall also provide back-up support to the Arms Control and Nuclear Policy missions of the USAFE Threat Reduction Branch (A8XA) with CWMD being the primary responsibility.

C.5.5 TASK 5 – PROVIDE NUCLEAR ENTERPRISE SUPPORT (OPTIONAL TASK)

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

AF/A10 is the AF focal point for the nuclear enterprise. The contractor shall assist AF/A10 in developing and coordinating AF strategic-level policy; formulating and implementing AF future strategic concepts; developing and disseminating AF views on strategic deterrence policies; and codifying AF nuclear deterrence strategy in DoD strategic policy and Joint doctrine.

Contractors supporting this task require a TS security clearance with SCI and SAP and SAR eligibility to perform the below capabilities.

C.5.5.1 SUBTASK 1 – PROVIDE NUCLEAR STOCKPILE SUPPORT

The contractor shall provide subject matter expertise support on the current nuclear stockpile at the National, DoD, Joint and Service level; and on current and emerging nuclear weapon systems and capabilities. The contractor shall be familiar with, interact, and coordinate with DoD and non-DoD offices and organizations whose roles involve the nuclear enterprise, nuclear stockpile, and nuclear weapon systems, whether directly or indirectly. Additionally, the contractor shall be required to attend wargames and exercises and associated planning meetings.

The contractor shall review, analyze, and recommend actions related to nuclear stockpile sustainment to the Government AF/A10-CS personnel. In creating and analyzing sustainment policy positions, the contractor shall perform research; coordinate with other offices and organizations inside and outside of DoD; synthesize the information obtained; and draft and produce high quality written documents for the Government. The contractor's results, findings, recommendations, etc. (**Section F, Deliverable 48**) shall be provided to the Government via research, point and/or white papers, briefings, or other AF Staff instruments, such as Joint Action Briefs. When requested, the contractor shall be required to brief the results of its analyses. The contractor could also be tasked to assist with drafting testimony and articles for publication, and helping to prepare Government personnel for nuclear stockpile related public speaking engagements. The contractor is expected to collaborate with stakeholders as a part of team(s) tasked with accomplishing nuclear stockpile objectives.

In response to Government tasking, the contractor shall assist with drafting, reviewing, and providing written comments, in a standard comment resolution matrix, on a broad array of nuclear stockpile sustainment related documents. These document topics may include, but are not limited to, DoD and AF program strategies, broad or specific nuclear stockpile plans, or information briefings to be presented to various organizations involved with the nuclear stockpile.

In support of this task, the contractor shall also serve as the focal point for the coordination of nuclear stockpile staff packages. Staff packages shall be generated in the standard AF format and distributed to the appropriate office(s). Once distributed, the contractor shall track progress, compile the results, and finally submit to the Government for its approval.

The contractor shall also attend and participate in nuclear stockpile related technical discussions, meetings, conferences, demonstrations, workshops, seminars, and other related forums with community stakeholders. The contractor shall analyze the requirements and concepts being

exchanged in these forums and shall discuss the results, findings, recommendations, and potential impact(s) to AF/A10-CS of any decisions or outcomes (**Section F, Deliverable 49**). The contractor shall communicate the results of its analyses and recommendations to the Government via oral; informal written (e.g., email); and, formal written (e.g., information, point, white, and/or decision papers) communication. The contractor's findings and recommendations shall provide AF/A10-CS with potential courses of action it could take to implement and/or mitigate any decisions or outcomes stemming from these forums.

C.5.5.2 SUBTASK 2 – PROVIDE NUCLEAR ENTERPRISE WORKING GROUP SUPPORT

The contractor shall provide subject matter expertise support focused on the three primary working groups/forums identified below and associated with governance of the AF nuclear enterprise. In addition to these three primary AF nuclear governance forums, the contractor shall also provide periodic support to other nuclear-related forums supported by AF/A10 (e.g., NWC and the CSAF Strategic Deterrence Roundtable).

- a. NOB: Chaired by the SECAF and the CSAF, the NOB meets three times a year to provide strategic direction and senior leader oversight of the AF nuclear enterprise.
- b. NIRI Board: Chaired by the Deputy Chief of Staff for Strategic Deterrence and Nuclear Integration (DSC AF/A10), the NIRI meets quarterly to provide AF-wide oversight of the nuclear enterprise to include resources, integration, and training, and for resolving cross-command and staff issues at the lowest level possible.
- c. NWG: Chaired by the Division Chief of AF/A10-P (Planning, Policy, and Strategy Division), the NWG is an O-6/GS-15 forum that serves as the action arm of the NIRI. The NWG meets monthly.

Principal support required for this subtask are the typical administrative and logistic activities associated with conducting senior leader meetings. These activities include, but are not limited to:

- a. Maintenance and de-confliction of a battle rhythm calendar detailing times, dates, and locations of AF nuclear enterprise forums.
- b. Maintenance of a current POC list for each nuclear enterprise forum (i.e., NOB, NIRI, and NWG).
- c. Arrange for all logistical support at forum location (e.g., reserving venues).
- d. Provide administrative support to develop forum agendas.
- e. Provide support to and attendance at pre-briefings to senior leaders prior to forums.
- f. Develop meeting messages and read-aheads.
- g. Produce meeting books, name placards, and seating charts.
- h. Integrate master slide deck(s).
- i. Conduct the execution of meetings (e.g., room set-up, note-taking, and managing slide deck).
- j. Draft, coordinate, and finalize decisions made and tasks assigned following meetings.

C.5.6 TASK 6 – PROVIDE AF DETERRENCE RESEARCH PROGRAM SUPPORT (OPTIONAL TASK)

The mission of the Air Force Deterrence Research Program (DRP) is to establish, sustain, and lead critical inquiries that provide Airmen authoritative voice on Nuclear Deterrence Operations (NDO) and enables the Service to Organize, Train, and Equip the Nation's deterrent. The contractor shall assist the DRP with providing responsive support to investigations directed at discovering, disseminating, and applying new or expanded knowledge from disciplines that contribute to understanding 21st century deterrence. The DRP conducts and sponsors research to:

- a. Create and validate insights into human decision-making disciplines (anthropology, economics, history, international relations, political science, psychology, sociology, etc.).
- b. Identify empirical, theoretical, and experimental methods of investigation.
- c. Synthesize data, methods, criteria and principles.

The contractor's support to DRP shall include the following activities.

- a. Conduct deliberate research and preparation of research papers, briefings, and other forms of research to be conducted on-site at the DRP, other agency locations, special materials collections and repositories, or off-site at contractor locations or at other academic and research organizations locations (**Section F, Deliverable 50**).
- b. Support short notice taskings including performing research support and reporting via email, SSS, summary papers, and/or short briefings.
- c. Provide logistics support to DRP sponsored meetings, WGs, planning sessions, Integrated Process Teams, conferences, workshops, training events, and seminars. These events will be of varying sizes, with anywhere from five to 100 participants and shall be held at varying levels of classification, up to and including SECRET. The contractor shall:
 1. Prepare and distribute read-aheads.
 2. Monitor and track attendee lists/rosters and invitations.
 3. Schedule and coordinate meeting logistics such as times, dates, and locations. This also includes arranging and coordination conference facilities.
 4. Draft agendas and maintain historical records.
 5. Prepare slides, notes, and handouts and deliver presentations.
 6. Secure and setup appropriate video and IT equipment and networks, both CLASSIFIED and UNCLASSIFIED, with the appropriate security in place.
 7. Draft, collect, and manage the storage and distribution of reference documents.
 8. Draft and distribute minutes.
 9. Monitor and track action items.
 10. Conduct post-event assessments and compile lessons learned.
 11. Record and report costs, assessments, qualified speakers, and infrastructure requirements.
- d. Conduct on- and off-site analyses and perform editorial, administrative, and planning support in order to assist DRP with sponsoring research, hosting conferences, and publishing findings.

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

- e. Establish and maintain a network of interested organizations in academic fields of focus for the DRP.
- f. Review and edit research papers prepared for the DRP that shall inform policy and doctrine, and provide CONOPS support to inform the development of NDO capability Master Plans, including Nuclear Command and Control Communications (NC3).

C.5.7 TASK 7 – PROVIDE IAMD SUPPORT (OPTIONAL TASK)

The contractor shall provide subject matter expertise support for IAMD operations and policy in order to provide decision-quality information and prepare AF leadership to address IAMD concerns at the National, DoD, Joint and Service level. The contractor shall have in-depth knowledge of with missile defense doctrine and both DoD and non-DoD offices and organizations whose roles involve IAMD and BMD, whether directly or indirectly. Additionally, the contractor shall have working knowledge of both current and emerging IAMD systems and capabilities such as:

- a. COBRA DANE radar upgrade
- b. Upgraded Early Warning Radars (UEWR)
- c. Long Range Discriminating Radar (LRDR)
- d. AN/TPY-2 Forward-based Mode (FBM)
- e. Sea Based X-band (SBX) radar
- f. Aegis AN/SPY-1D radar and follow-on Air and Missile Defense Radar (AMDR)
- g. Integrated Tactical Warning and Attack Assessment (ITWAA)
- h. Defense Support Program (DSP)/Space-Based Infrared System (SBIRS)
- i. Space Tracking and Surveillance System (STSS)
- j. Ground-Based Interceptors (GBIs)
- k. Aegis BMD/Standard Missile (SM-2, SM-3, and SM-6) interceptors
- l. Theatre High-Altitude Area Defense (THAAD)
- m. Patriot Advance Capability (PAC-3)
- n. Command, Control, Battle Management, and Communications (C2BMC)
- o. Air and Space Operations Centers (AOC)
- p. F-15C, F-16, E/F-18, F-22 and F-35
- q. E-2D and E-3 AWACS
- r. Three-Dimensional Expeditionary Long Range Radar (3DELRR)
- s. Indirect Fire Protection Capability (IFPC)
- t. AIM-9X and AIM-120 air-to-air munitions
- u. Battle Control System-Fixed (BCS-F)
- v. Naval Integrated Fire Control – Counter Air (NIFC-CA)
- w. Joint Land Attack Cruise Missile Elevated Netted Sensor (JLENS)
- x. Wide Area Surveillance (WAS)

AF/A3OY requires contractor support to assist with drafting, researching, and analyzing IAMD policy positions. As a part of this support, the contractor shall coordinate with other offices and organizations inside and outside of DoD (e.g., MDA, USAFE, or the North Atlantic Treaty

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

Organization (NATO). Additionally, the contractor shall be required to attend wargames and exercises and any associated planning meetings. The contractor's results, findings, recommendations, etc. (**Section F, Deliverable 51**) shall be provided to the Government via research, point and/or white papers, briefings, or other AF Staff instruments, such as Joint Action Briefs. When requested, the contractor shall be required to brief the results of its analyses. The contractor could also be tasked to assist with drafting testimony and articles for publication, and helping to prepare Government personnel for IAMD related public speaking engagements. The contractor is expected to collaborate with stakeholders as a part of team(s) tasked with accomplishing IAMD objectives. Additionally, the contractor shall provide support managing IAMD related PEs and support the transfer of PEs from the developer (i.e. MDA) to the AF.

In support of this task, the contractor shall also serve as the focal point for the coordination of IAMD policy staff packages. Staff packages shall be generated in the standard AF format and distributed to the appropriate office(s). Once distributed, the contractor shall track progress, compile the results, and finally submit to the Government for its approval.

The contractor shall also provide support for the PPBE process and supporting programming databases; engineering subject matter expertise support in the field of missile defense and ITWAA; support for the technology transition from developmental to operational status; and, of procedures that affect interagency transfer of system elements.

The contractor shall support the development of DoD, USAF, and IAMD international engagement strategies and, at times, the contractor may be required by the Government to join a U.S. contingent in meeting with representatives of other nations. In response to Government tasking, the contractor shall assist with drafting, reviewing, and providing written comments, in a standard comment resolution matrix, on a broad array of IAMD/BMD related documents. These document topics may include, but are not limited to, engagement strategies, broad or specific agreements between the U.S. and other nations, or information briefings to be presented to contingents from other nations.

Also in support of the IAMD program mission and technologies, the contractor shall attend and participate in IAMD policy-related technical discussions, meetings, conferences, demonstrations, workshops, seminars, and other related forums with community stakeholders. The Government anticipates that the contractor shall be required to attend approximately 50 meetings per year. The contractor shall analyze the requirements and concepts being exchanged in these forums and shall discuss the results, findings, recommendations, and potential impact(s) of any decisions or outcomes (**Section F, Deliverable 52**). The contractor shall communicate the results of its analyses and recommendations to the Government via oral; informal written (e.g., email); and formal written (e.g., information, point, white, and/or decision papers) communication. The contractor's findings and recommendations shall provide AF/A3OY with potential courses of action it could take to implement and/or mitigate any decisions or outcomes stemming from these forums.

The contractor shall also analyze the performance of the AF portion of the IAMD program, the Defensive Counter-Air (DCA) mission, Offensive Counter-Air (OCA) mission, and Area Air

SECTION C – DESCRIPTION / SPECIFICATIONS / STATEMENT OF WORK

Defense Command (AADC) functions, and provide recommendations to senior AF leaders on how the AF can best organize, train, and equip the IAMD mission (**Section F, Deliverable 53**).

The contractor shall support AF offices participating in senior level decision forums to include the Deputy's Management Action Group (DMAG), TANK, Missile Defense Executive Board (MDEB), Operational Forces Standing Committee (OFSC), Joint Requirements Oversight Council (JROC), and MDA-AF Board of Directors with pre-briefings, scheduling, and associated product development.